[a] Comprises the $294,030,900 authorized by the General Assembly in its resolution 63/287 and the commitments of $28,516,600 for enterprise resource planning authorized by the Assembly in its resolution 64/243.

[b] Comprises the $299,000,000 authorized by the General Assembly in its resolution 64/271, excluding the amount of $57,033,000 for enterprise resource planning authorized by the Assembly in its resolution 64/243 and including the $7,672,300 related to the United Nations Office to the African Union, as provided for in Assembly resolution 64/288, and the $106,206 related to the support account's share for carrying out the information and communications technology review welcomed by the Assembly in its resolution 65/259.

[c] As at 21 February 2011 (see annex II).

[d] Excludes enterprise resource planning requirements in the amount of $47,185,200 proposed to be funded from the support account for the period 2011/12, pursuant to General Assembly resolution 64/243.

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I. Introduction

1. **The recommendations of the Advisory Committee on Administrative and Budgetary Questions would entail a reduction of $1,739,900 in the proposed budget for the support account for the period from 1 July 2011 to 30 June 2012. The reasons for this are contained in paragraphs 66 to 248 below. The Committee also makes a number of observations and recommendations with regard to the administration and management of the resources of the support account for peacekeeping operations and areas for improvements.**

2. The Advisory Committee's general report on the administrative and budgetary aspects of the financing of the United Nations peacekeeping operations (A/65/743) contains its views and recommendations on a number of cross-cutting issues. The Committee's comments and observations on the Secretary-General's report on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/65/624 and Corr.1), which was submitted in response to the request made by the General Assembly in its resolution 63/287, are contained in section II of the present report. Section III contains the Committee's observations and recommendations on the financial performance report for the period from 1 July 2009 to 30 June 2010 and on the proposed budget for the period from 1 July 2011 to 30 June 2012.

3. The documents used by the Advisory Committee in its consideration of the proposed budget for the support account are listed at the end of the present report.

II. Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/65/624)

4. The Advisory Committee recalls that the Secretary-General, in response to requests made by the General Assembly in its resolutions 61/279 and 62/250, submitted a report on the impact of the new structure of the Department of Peacekeeping Operations and the Department of Field Support on the implementation of mission mandates, the mechanisms and measures to address management challenges posed by the new structure, the improvements brought about in terms of ensuring efficiency and effectiveness in the provision of support to peacekeeping operations and special political missions, as well as coordination with the Department of Political Affairs (A/63/702 and Corr.1). The Committee's comments and observations in this regard are contained in paragraphs 4 to 26 of its previous report on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/63/841). In paragraph 26 of that report, the Committee recommended that the Secretary-General be requested to submit a report to the Assembly at its resumed sixty-fifth session substantiating the strategic and operational benefits achieved through the restructuring, reform and business processes. This recommendation was endorsed in paragraph 25 of General Assembly resolution 63/287. The 2010 report of the Secretary-General on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/65/624 and Corr.1) was therefore submitted in response to that request and builds upon the Secretary-General's previous reports on the same issue (A/62/741 and A/63/702 and Corr.1).

5. In his 2010 report, the Secretary-General sought to demonstrate that the restructuring and additional strengthening of capacities had served their intended purpose, delivering on specific objectives and achieving strategic and operational benefits. He also highlighted the challenges and gaps that existed 3 1/2 years into the restructuring process and proposed minor structural adjustments to consolidate the gains made to date.

6. In section II of his report, the Secretary-General outlined the evolution of United Nations peacekeeping, including new forms of peacekeeping and partnership that had emerged since the restructuring, challenges experienced and initiatives launched. As indicated in that report and in the Advisory Committee's earlier report (A/64/753, para. 10), the Departments of Peacekeeping Operations and Field Support remain determined to address evolving challenges through dialogue among peacekeeping stakeholders on the future direction of peacekeeping and the collective efforts required, as demonstrated by the New Horizon initiative. The Committee notes that a progress report in that regard was presented to the Special Committee on Peacekeeping Operations at its 2011 substantive session. According to the Secretary-General, priority attention is focused on the following four main areas:

(a) Achieving greater coherence around critical policy issues, such as protection of civilians, robust responses to threats and early peacebuilding functions of peacekeepers;

(b) Generating the right quantity and quality of capabilities for field operations;

(c) Making field support more efficient and cost-effective;

(d) Ensuring more effective arrangements for the planning, management and oversight of missions.

7. The Advisory Committee recalls that, as part of the New Horizon initiative, the General Assembly, in its resolution 64/269, approved some key elements set out in the Secretary-General's report on the global field support strategy (A/64/633). A report of the Secretary-General on the progress made in the implementation of the strategy has been submitted (A/65/643). The Committee's comments and recommendations in this regard are contained in its general report on the administrative and budgetary aspects of the financing of United Nations peacekeeping operations (A/65/743).

8. In section III of his report (A/65/624), the Secretary-General provided information on the results and impact of the restructuring and addressed in detail the achievements made in terms of leadership, oversight and accountability (paras. 20-29); unity of command and integration of efforts (paras. 30-37); enhanced guidance and support for peacekeeping operations (paras. 38-115); and improvements to administrative and management processes (paras. 116 and 117).

9. The Advisory Committee notes that the Secretary-General's report contains feedback from Member States and field missions, including troop- and police-contributing countries, on the results and impact of the restructuring and, in particular, the results of a survey conducted in 2010 in all field operations led by the Department of Peacekeeping Operations. The survey, which was in a format similar to the one used for the survey conducted by the Office of Internal Oversight Services in 2008, elicited responses from 16 of the 17 missions surveyed and from

the office of the Joint Mediation Support Team (a 94 per cent response rate). In his report, the Secretary-General indicated that the structural adjustments and strengthened capacities have resulted in two distinct business models across the Departments of Peacekeeping Operations and Field Support: a strategic Headquarters model that delivers strategic and operational guidance and support, and a service-provider model for field operations that offers specialized expertise in key areas of mandated activities.

Leadership, oversight and accountability

10. In the report it is also indicated that the augmented leadership and management capacities have strengthened the direction and oversight of United Nations peacekeeping and broader field support activities. In connection with the request made by the General Assembly in its resolutions 61/279 and 62/250 that the role of the Deputy Secretary-General be explicitly defined, it was reported that the Deputy Secretary-General assists the Secretary-General in overseeing the daily operations of the Secretariat and also focuses on strategic management and cross-cutting management policies and ensures the coordination of key management matters, particularly through the Management Committee and Management Performance Board (A/65/624, para. 20).

Unity of command and integration of efforts

11. In his report, the Secretary-General addressed issues relating to the unity of command and integration of efforts (A/65/624, paras. 30-37). In its resolution 61/279, the General Assembly noted the unique nature of the reporting line from the head of the Department of Field Support to the Under-Secretary-General for Peacekeeping Operations. In that connection, the Secretary-General indicated that shared resources and structures common to both Departments have helped to ensure continued integration of efforts and effective command and control. **The Advisory Committee trusts that not only will the working relationship between the two Under-Secretaries-General be smooth, but that the common structures and shared resources of the two Departments will be reinforced through systematic cooperation within an agreed framework aimed at ensuring unity of command and the integration of efforts critical to backstopping field operations.**

12. As outlined in the Secretary-General's report, the shared resources of the Departments of Peacekeeping Operations and Field Support have allowed for the achievement of organizational coherence and economies of scale in such areas as integrated programme planning, audit response, communications and information management, situational awareness, crisis response, public affairs, conduct and discipline, policy, training and evaluation (A/65/624, paras. 45-72).

Roles and responsibilities

13. In response to the observations made by the Advisory Committee in its previous report (A/64/753, para. 8), the Secretary-General reported that the Departments of Peacekeeping Operations and Field Support have clarified the roles, responsibilities and reporting lines of the units budgeted under the support account located at the United Nations Logistics Base, in Brindisi, Italy, the United Nations Liaison Office in Brussels and the United Nations Office to the African Union, in Addis Ababa (see A/65/624, para. 35). In accordance with General Assembly

resolution 64/269, functions related to strategic direction and oversight and responsibilities for interaction with Member States will continue to be performed at Headquarters, while the redeployment of resources to the Global Service Centre in Brindisi and the regional service centre in Entebbe, Uganda, are guided by the principle that the transferred capacities will report to the leadership of the United Nations Logistics Base or the regional service centre, as appropriate. **The Committee has made comments and recommendations in connection with specific proposals contained in the support account submission (see sect. III. D (2) below), the global field support strategy (see A/65/743) and the budget proposals for the Logistics Base (see A/65/743/Add.12).**

14. The Advisory Committee notes that the Departments of Peacekeeping Operations and Field Support conducted an evaluation of the decision-making authorities and implementation responsibilities for peacekeeping at Headquarters, between Headquarters and the field, and within peacekeeping operations. The findings of that evaluation were expected to inform a review of the policy on authority, command and control (A/65/624, para. 34). **The Committee looks forward to receiving information on the results of the evaluation.**

15. As noted by the Secretary-General in his most recent and preceding reports, one of the most significant and early benefits of the restructuring has been the emergence of the Department of Field Support as a key strategic and operational enabler of good offices, mediation, peacemaking, peacekeeping and peacebuilding mandates. According to the Secretary-General, 63 per cent of the missions responding to the survey reported improvements in the overall quality, timeliness and responsiveness of direction and support given since the establishment of the Department of Field Support (A/65/624, para. 92).

16. In addition, integrated structures, such as the strengthened Office of Rule of Law and Security Institutions of the Department of Peacekeeping Operations, are enabling the adoption of a more coherent approach in delivering early peacebuilding mandates and consolidating the peacekeeping-peacebuilding nexus. The Advisory Committee was informed that progress achieved would be reinforced by the completion, by the end of April 2011, of an early peacebuilding strategy for United Nations peacekeepers that would guide the prioritization and sequencing of peacebuilding tasks.

17. In his report, the Secretary-General indicated that, since the 2007 restructuring, field operations have reported improvements ranging from 27 to 53 per cent in the direction and support given by Headquarters on issues relating to the rule of law and security institutions, and that all multidimensional operations with a rule of law mandate have reported that the Office of the Assistant Secretary-General for Rule of Law and Security Institutions has been effective in addressing policies and strategies that cut across the Office's rule of law and security institution components and in dealing with partners (A/65/624, para. 75). As indicated to the Advisory Committee and outlined in the report, special political missions, as well as other parts of the Secretariat and other United Nations entities, rely increasingly on the specialist capacities of the Department of Peacekeeping Operations that have been created or strengthened through the restructuring, in such areas as rule of law and military and integrated training support.

18. The Advisory Committee notes, however, that collaboration with the broader United Nations system in the delivery of multidimensional mandates has posed

challenges for the Departments of Peacekeeping Operations and Field Support in terms of how they deliver the benefits of the strengthened capacities in support of the Organization's work. One of the particular challenges identified in the report relates to enabling the field missions led by the Department of Political Affairs to more easily access support and other specialist capacities, including improvements in rapid deployment, logistics, procurement and financing, while remaining mindful of the provisions of General Assembly resolutions 61/279 and 62/250 according to which support account funds should be used for the sole purpose of backstopping and supporting peacekeeping operations, unless prior approval is provided by the Assembly for any changes.

19. The Advisory Committee recalls that the General Assembly, in its resolution 65/259, requested the Secretary-General to conduct a thorough review of the current funding and backstopping arrangements for special political missions with a view to identifying possible alternatives. The Committee was informed that the Department of Field Support, the Department of Peacekeeping Operations, the Department of Management and the Department of Political Affairs were assessing options in order to report on this issue to the General Assembly at its sixty-sixth session, as requested. In his report, the Secretary-General indicated that, while implementation of the global field support strategy was expected to address some of the challenges in the field, a broader examination, supported by a quantitative analysis of the full range of capacities available to backstop and manage special political missions in line with their size and mandate, was required. The challenges created by diverse funding streams and different budget cycles, as well as different planning mechanisms, accountability lines and organizational procedures, also had to be addressed to ensure uniform, consistent, predictable and efficient support. **The Committee looks forward to the results of such a review, which should provide a fuller picture and a clear analysis of the capacities, arrangements, processes and challenges involved in supporting special political missions, as well as recommendations for addressing any gaps identified.**

20. The Advisory Committee notes that bulletins of the Secretary-General have been issued clarifying departmental roles and responsibilities, including lead roles for the delivery by the Department of Peacekeeping Operations of mediation, electoral, police, justice, corrections and mine action support, as well as administrative support arrangements for services delivered by the Department of Field Support (see ST/SGB/2009/13 and Corr.1, ST/SGB/2010/1 and ST/SGB/2010/2). In addition, the Committee has been informed that the Departments of Field Support and Political Affairs have entered into a service-level agreement delineating their respective responsibilities for meeting the administrative and backstopping support needs of special political missions. The agreement includes performance indicators to ensure that obligations are met. That agreement is expected to be reviewed in September 2011 and updated as necessary.

21. The Under-Secretary-General for Peacekeeping Operations indicated to the Advisory Committee that the new and strengthened capacities resulting from the restructuring had enabled the Department of Peacekeeping Operations to continue its effort to become more professional by delivering expert and specialized guidance and support in specialized areas of activity of field operations, and that they had enabled the development of clearer performance standards for peacekeeping functions and activities. Efforts to strengthen the strategic planning and oversight of field operations have continued through more inclusive planning and the

institutionalization, over the past year, of improved information, reporting and accountability frameworks. The Advisory Committee has been informed that seven out of nine missions with an integrated presence led by the Department of Peacekeeping Operations had developed integrated strategic frameworks and that the development of the two remaining frameworks was under way. The objective of the frameworks, as indicated in the Secretary-General's report (A/65/624, para. 39), is to ensure that the United Nations system at the country level has a shared vision of strategic objectives, clarity on results, roles and responsibilities and agreement on monitoring mechanisms to better leverage the capacity and impact of the United Nations system as a whole in contributing to peace consolidation in the country.

Integrated operational teams

22. In his report, the Secretary-General indicated that the integrated operational teams in the Office of Operations constitute the principal mechanism for the delivery of integrated operational support to field missions and to the leadership of the Departments of Peacekeeping Operations and Field Support. Furthermore, despite initial challenges, the teams, because of the concept they embody, have become the main interface for relations with intergovernmental bodies, troop- and police-contributing countries and Member States on cross-cutting and mission-specific plans and issues (A/65/624, paras. 41 and 42).

23. The Advisory Committee originally highlighted, in the context of the proposals of the Secretary-General for restructuring the Department of Peacekeeping Operations, a number of potential problems with the integrated operational teams. Those problems included the need for greater structural flexibility and the need to represent effectively, within the teams, the various functional areas, which seemed, in the Committee's view, incompatible with their being embedded in the Office of Operations. The Committee provided extensive information on the initial challenges faced in implementing the concept and on remedial action taken as a consequence of internal stocktaking efforts and evaluations of the Departments of Peacekeeping Operations and Field Support, which led to a number of recommendations and actions to enhance the effectiveness of the integrated operational teams (A/64/753, paras. 10-16).

24. The Secretary-General has presented a separate report on the implementation of the integrated operational teams (A/65/669) in response to General Assembly resolutions 63/280 and 64/266, in which the Assembly endorsed the Special Committee on Peacekeeping Operations' request for a report. In the report, the Secretary-General set out the rationale for the establishment of the teams, described their roles, functions and composition, and outlined the problems encountered and measures taken to improve their effectiveness and thus address related challenges. He also noted that the need for flexibility in the allocation of resources for the integrated operational teams in order to ensure their optimal use had been a persistent issue. Recognition that "one size does not fit all" led the Office of Operations to assign team specialists across missions, as needed, to meet operational requirements, and to issue revised terms of reference clarifying the functions of team leaders, specialist officers and directors within the Office. According to the Secretary-General, the core functions of the integrated operational teams set out in his bulletin on the Organization of the Department of Peacekeeping Operations (ST/SGB/2010/1, sect. 6) have brought greater clarity to and understanding of the role and composition of the teams. The core functions of the teams are also

contained in the report of the Secretary-General on the implementation of the teams (A/65/669, para. 15).

25. In its performance report on the budget of the support account for the period 2008/09, the Advisory Committee indicated that while administrative, logistics and political officers, among others, were being deployed flexibly to meet operational requirements either on the ground or at Headquarters, the flexible deployment of military and police specialists was more limited (A/64/753, para. 12). The limitations related to the determination of the appropriate rank and post level of those specialists and to two- to three-year secondment constraints. The Committee notes that flexible arrangements have since been put in place to allow experienced officers serving in the Office of Military Affairs and the Police Division to apply, through their national Governments, for positions in the integrated operational teams for which they meet the requirements and, if selected, to have their period of service on secondment extended for an additional one- to two-year period, not to exceed four years and 11 months in total (A/65/669, para. 12). It has also been agreed that the complexity and range of issues handled by the support specialists justifies the classification of their posts at the P-5 level.

26. In his report, the Secretary-General highlighted a number of successes achieved by the integrated operational teams in supporting both more and less stable missions and provided examples in that regard. The Committee notes that the success is attributed in large measure to the ability to flexibly assign specialist officers from across the teams to field missions or to projects in specialist areas in order to meet changing scenarios. For example, when specialists are no longer required in a specific integrated operational team, they are redeployed to meet more pressing needs in another team or are temporarily assigned for service in the field or to projects within an officer's area of specialization. Temporary deployments to the field are beneficial not only in terms of the immediate availability of the required expertise, but also in terms of current knowledge of the receiving mission's operations and challenges (see A/65/669, para. 20). Assignments to special projects, for example for the development of the global field support strategy in 2009 and 2010, ensure that while specialists are actively engaged in some operations, they keep up to date on others. In addition, specialists develop not only a thorough knowledge of their own portfolio but also an understanding of the impact that the issues they are responsible for have on other aspects of the work of the integrated operational teams, the overall objectives of a division and the Office of Operations (A/65/669, para. 21).

27. The Advisory Committee was informed that the redeployments described above are carried out on the understanding that the specialists would be recalled if required, and that the General Assembly would be informed if any such posts were no longer required for the teams, or if the specialists were to be reassigned or redeployed to other areas on a more permanent basis.

28. According to the Secretary-General, the Departments of Peacekeeping Operations and Field Support have worked to ensure that the sustained support provided by the integrated operational teams is delivered in a cost-effective manner through the employment of different models and the flexible deployment of resources to best meet the ongoing operational requirements of field operations. For example, the current system of sharing specialists across the Office of Operations' divisions offers a degree of flexibility that enables limited resources to be allocated

where and when they are needed, while maintaining a structure that can provide integrated support and react effectively to possible crises (see A/65/669, para. 21). Furthermore, constant efforts are made to ensure that specialist officers with relevant expertise who do not reside within the integrated operational teams, such as those from the Office of Rule of Law and Security Institutions and the Policy, Evaluation and Training Division, are fully utilized in the provision of comprehensive mission guidance, support and strategy development to ensure integrated results.

29. The Advisory Committee was provided with organization charts for the Office of Operations indicating the distribution of integrated operational team resources, as currently envisaged and reflected in the support account requirements for the period from 1 July 2011 to 30 June 2012 (see annex I). Nine integrated operational teams would be operational within four regional divisions, as follows:

(a) Africa Division I:

(i) Sudan integrated operational team, covering the United Nations Mission in the Sudan (UNMIS) and South Sudan;

(ii) Darfur integrated operational team, covering the African Union-United Nations Hybrid Operation in Darfur (UNAMID);

(b) Africa Division II:

(i) Great Lakes integrated operational team, covering the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO);

(ii) West Africa integrated operational team, covering the United Nations Operation in Côte d'Ivoire (UNOCI) and the United Nations Mission in Liberia (UNMIL);

(c) Asia and Middle East Division:

(i) Asia integrated operational team, covering the United Nations Integrated Mission in Timor-Leste (UNMIT) and the United Nations Military Observer Group in India and Pakistan (UNMOGIP);

(ii) Middle East and Western Sahara integrated operational team, covering the United Nations Mission for the Referendum in Western Sahara (MINURSO), the United Nations Interim Force in Lebanon (UNIFIL), the United Nations Disengagement Observer Force (UNDOF) and the United Nations Truce Supervision Organization (UNTSO);

(iii) Afghanistan integrated operational team, covering the United Nations Assistance Mission in Afghanistan (UNAMA);

(d) Europe and Latin America Division:

(i) Europe integrated operational team, covering the United Nations Interim Administration Mission in Kosovo (UNMIK) and the United Nations Peacekeeping Force in Cyprus (UNFICYP);

(ii) Haiti integrated operational team, covering the United Nations Stabilization Mission in Haiti (MINUSTAH).

30. The Committee notes, however, that the structure, assignments and resources shown do not constitute or relate to fixed and static entities, as the resources would be assigned flexibly to address changes in the operational requirements of the missions supported. The Committee also notes that, in order to address the fluctuating requirements and priorities of peacekeeping operations, the Office of Operations, in consultation with the functional specialist areas within the Departments of Peacekeeping Operations and Field Support, will lead a periodic review of the distribution of resources.

31. **The Advisory Committee appreciates the measures taken to address the initial challenges, manage flexibly the integrated operational teams and overcome the rigidities that have hindered the implementation of the teams in order to improve their effectiveness. The Committee is of the view that the concept of integrated operational teams and its application should be kept under review and that its effectiveness should continue to be assessed in the light of experience gained and lessons learned.**

Improvements to management processes

32. In his report, the Secretary-General outlined business process improvements achieved, including joint initiatives of the Departments of Peacekeeping Operations, Field Support and Management in the areas of planning, personnel and procurement, some of which have expanded the delegation of human resources management and procurement authorities (A/65/624, paras. 95-111). The Advisory Committee points out that one of the ongoing challenges identified in the report is the perceived lack of responsiveness by the Organization's human resources management to the needs of field operations and the need to streamline communication between Headquarters and field missions. Sixty-nine per cent of the field operations surveyed reported that the quality, timeliness and responsiveness of guidance and support given by the Field Personnel Division on human resources management matters had remained the same. However, there was confidence that turnover rates would decrease with the introduction of the reformed approach to the use of rosters and as the benefits of the harmonization of conditions of service in the field took root. In fact, vacancy rates fell from 30 to 15 per cent for locally recruited staff and from 28 to 24 per cent for international staff between 30 June 2009 and 30 June 2010 with the introduction of the new contractual regime and other managerial measures. In addition, as at April 2011, through the reformed roster approach over 5,092 candidates, including 1,971 external candidates, have been endorsed by the field central review bodies. **Given the resources and effort that have been invested in the reformed roster process and the benefits expected from the new human resources arrangements approved by the General Assembly in its resolutions 63/250 and 65/247, as well as the likelihood that staff from missions that are moving to a drawdown or transition phase will become available, the Committee expects to see a demonstrable impact in terms of decreases in the vacancy rates in peacekeeping missions and in the time taken to recruit staff.**

33. As to enabling more timely and efficient procurement, the Advisory Committee recalls that the Department of Management has increased the delegation of procurement authority to the Department of Field Support from $200,000 to $500,000 for procurement cases that are neither core nor contain special requirements. As a result of the increased delegation, field operations are able to approve more cases locally, reducing both the number of cases sent to the

Headquarters Committee on Contracts and the time needed to process cases that previously required that Committee's approval (A/65/624, para. 110). The Advisory Committee notes that, in July 2010, the Department of Management established, as a pilot project, a regional procurement office in Entebbe, Uganda, staffed by the Procurement Division and field staff and reporting directly to it, to procure materials and services for peacekeeping operations and offices in East and Central Africa (A/65/624, para. 111). **The Advisory Committee trusts that the results of this pilot project will be reported to the General Assembly.**

34. In section IV of his report, the Secretary-General concluded that the Departments of Peacekeeping Operations and Field Support had overcome initial challenges and that the reforms had generally yielded the intended benefit of considerably strengthening the ability of the United Nations to mount, manage and sustain peacekeeping operations and had laid an important foundation on which to consolidate the gains achieved (A/65/624, para. 119). **The Advisory Committee recognizes that a strong basis has been laid upon which to consolidate gains and is therefore of the view that, as the restructuring process enters this consolidation phase, the benefits achieved should lead to more efficient management in the backstopping of peacekeeping operations.**

35. In paragraph 120 of his report, the Secretary-General stated that Member States should note the positive impact of the reforms described and approve the minor structural adjustments proposed, which include changing the name of the Peacekeeping Best Practices Section to the Policy and Best Practices Service and separating the Mission Management and Support Section in the Police Division into two sections: the Mission Management and Support Section and the Selection and Recruitment Section (see also A/65/624, paras. 55 and 80).

36. **The Advisory Committee recommends that the General Assembly take note of the Secretary-General's report on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations. As to the structural adjustments proposed, the Committee's recommendations are contained in paragraphs 108 and 116 below.**

III. Support account for peacekeeping operations

A. General considerations

Format and presentation

37. The Advisory Committee notes that, for 2011/12, the introductory section outlining the mandates, main responsibilities and major priorities introduced during the previous budget period with respect to the four departments with the largest share of support account resources has been extended to all other departments and offices. **The Committee appreciates the efforts made to improve the presentation and ensure further uniformity in the format of the report on the support account.**

38. The Advisory Committee also notes that efforts have been made to improve the presentation for non-post resources by including reasons for variances in such resources and identifying initiatives to be implemented over the course of a number of years, particularly with regard to information and communications technology proposals and consultancy proposals, including time frames. **However, the**

Committee is of the view that there is room for further improvement, in particular as regards the presentation of proposals for the continuation of general temporary assistance funding related to specific projects or functions (see also para. 78 below). The Committee is of the view that resubmitted requests for general temporary assistance should clearly include a justification for the need for the continuation of such assistance and time frames envisaged for the completion, conversion or elimination of the envisaged functions, as well as identify the number of years for which such functions have been provided under this type of funding.

39. In paragraph 8 of its previous report (A/64/753), the Advisory Committee noted that, in the context of the submission of the budgets for the support account and the United Nations Logistics Base, certain programmatic elements or functions were dispersed and charged to different budgets, without any clear indication of the line of command, responsibility, accountability or transparency that would make it possible to determine the overall resources (staffing and non-staffing) required for a specific support function. Without necessarily questioning the location of an activity or function, as a particular location may offer greater efficiency or allow for a better response to specific requirements, the Committee stressed the need for a clear and transparent presentation and disclosure of the totality of resources allocated for specific functions and for support of peacekeeping operations as a whole, as well as accountability involved.

40. In order to meet that need, it is proposed that the budgetary requirements, including non-post resources, related to the 52 continuing posts of the standing police, justice and corrections officers and the civilian predeployment training team, which are physically located and support functions at the United Nations Logistics Base (tenant units) despite reporting to the Department of Peacekeeping Operations, be transferred to the support account budget for the period 2011/12 (see paras. 70 and 82 below).

41. The Advisory Committee also notes that Secretary-General's report containing the support account budget for the period 2011/12 includes a change in the presentation to reflect the proportion of the support account requirements combined with the United Nations Logistics Base as a percentage of total projected resources for peacekeeping operations, which amounts to 5.2 per cent (see A/65/761, table below para. 8). During its deliberations on the support account, the Committee was informed that the Departments of Peacekeeping Operations and Field Support had approached their support account budget requirements and the budget proposals for the Logistics Base as a strategic package, locating resources where they considered the Departments could most effectively perform their functions in line with the various legislative mandates. It was also indicated to the Committee that the two Departments had sought, with the support of the Controller, to show with full transparency the full range of resources employed by them at the Logistics Base. Furthermore, taken together, the three budget reports showed that the overall proposed resources were 2.2 per cent ($5.4 million) lower than the 2010/11 appropriations.

42. In its report on the financing of the United Nations Logistics Base for the period 2009/10 (A/63/746/Add.17, para. 26) the Advisory Committee noted that the role of the Logistics Base was already broader than that of a mere logistics provider since it also supports functions related to communications, training, air support and security that do not fall strictly into the category of logistics. As part of the new

service delivery model proposed under the global field support strategy, the Logistics Base would be reprofiled as the Global Service Centre. A detailed examination of non-location-dependent support processes and functions that are currently performed by staff of the Department of Field Support at Headquarters that may yield efficiencies if transferred to the Global Service Centre has been initiated (see A/65/643, sect. III.D).

43. In the first phase of the reprofiling exercise, it is proposed that 9 continuing posts and the functions currently performed by a general temporary assistance position in connection with the information and communications technology management, global education grant processing, financial system technical support, field contracts management and airfield/air terminal standard functions be transferred from Headquarters to the United Nations Logistics Base (1 new post is proposed for the functions performed by the general temporary assistance position) (see A/65/743/Add.12 and sect. III.D.2 (b) below). As the reprofiling of the Logistics Base progresses, and as additional functions and resources are proposed for transfer from Headquarters, the role of the Logistics Base in backstopping peacekeeping operations will become even more prominent.

44. The Advisory Committee is of the view that, with separate budget submissions for the peacekeeping support account and the United Nations Logistics Base, the presentation of support costs will become increasingly fragmented as the Global Service Centre evolves. Given the backstopping nature of the functions proposed for transfer to Brindisi, the fact that the Director of the Logistics Base reports, through the Assistant Secretary-General, to the Under-Secretary-General for Field Support and the fact that the Logistics Base and the peacekeeping support account are financed on the basis of a common funding mechanism, the Committee is of the view that consideration could be given to presenting the budgetary proposals for both the Logistics Base and the support account in a single report.

Evolution of the support account

45. The Advisory Committee recalls that the General Assembly, in its resolutions 61/279 and 62/250, requested the Secretary-General to submit a comprehensive report on the evolution of the support account at the second part of its resumed sixty-third session. In his report on the budget for the support account for the 2009/10 period (A/63/767 and Corr.1), the Secretary-General indicated that a study by external management consultants had been commissioned; a summary of the areas analysed and conclusions were provided in paragraphs 54 to 62 of the report (see also A/63/841, paras. 41-45).

46. The Secretary-General proposed to follow up on the study on the evolution of the support account in order to develop a staffing model that would attempt to relate support account staffing needs to the size and nature of peacekeeping operations. Resources were requested to engage independent external management expertise for that purpose in the context of the 2010/11 support account budget (see A/64/753, paras. 18-20). Subsequent to the approval of the resources by the General Assembly in its resolution 64/271, the process of solicitation and selection was launched and a contract was signed with the selected vendor in December 2010. Information on the results of the study is provided in the report of the Secretary-General on the budget for the support account for the period 2011/12 (A/65/761, paras. 51-65).

47. The Advisory Committee notes that the management consultants conducted a quantitative and qualitative analysis with the objective of developing a staffing model and staffing formulae for determining support account staffing requirements. This was done through an examination of historical data and trends in staffing for different functions, using regression analyses to test alternative potential drivers and identify those that best explain staffing trends. In addition, extensive interviews of Headquarters and field personnel were carried out. The study analysed staffing levels by support functions, on the rationale that the size of a function is driven by the size and complexity of missions.

48. It is noted that in their study the management consultants could not propose formulae for the rule of law functions in the Department of Peacekeeping Operations (excluding the Police Division) or the Investigations Division of the Office of Internal Oversight Services due to insufficient data. Furthermore, the formulae proposed apply only to authorized support account posts and do not take into account any other type of posts, general temporary assistance positions, consultants, contractors or other staffing designations.

49. The staffing formulae developed are included in the table below paragraph 59 in the report of the Secretary-General on the budget for the support account for 2011/12 (A/65/761). In the study it is recognized that several factors, such as significant changes in mission complexity and conversions of general temporary assistance into posts could require changes to be made to the formulae (see para. 60). The interviews and surveys indicate that staff numbers could be reduced by improving performance management practices, simplifying policies and processes and harnessing the potential of information and communications technology systems (see para. 63).

50. While recognizing that the formulae can serve as a useful tool in reviewing the budget, the Secretariat acknowledges the study's observation that they cannot be used to determine precisely the staffing levels for different functions or replace carefully considered and justified budget proposals. Such a rigid approach could result in understaffing for critical needs under special circumstances or overstaffing in cases where additional posts were not needed. Furthermore, the Secretariat considers that the current approach to determining staffing requirements is in compliance with requests of the General Assembly and recommendations of the Advisory Committee endorsed by the Assembly. As indicated, all proposed and continuing support account posts will continue to be fully reviewed in terms of changing operational requirements, the distribution of workload and the actual responsibilities and functions performed.

51. **The Advisory Committee is of the opinion that the Secretary-General should draw upon lessons learned from this and previous studies commissioned. In the report of the Board of Auditors on the accounts of the United Nations peacekeeping operations, the Committee pointed out the cumulative cost of studies by external consultants and expressed the view that the ultimate responsibility for developing concrete and practical proposals on a staffing model for the support account rests with the Secretariat, using in-house institutional knowledge and available resources (A/65/782, see para. 23). The Committee is also of the view that there should be a determination of what constitutes a core or basic capacity necessary to effectively manage and backstop peacekeeping operations and what constitutes a scalable capacity that**

responds to changes in the level of peacekeeping activity. Such determination should be accompanied by an assessment of the management capacities, structures and processes that can handle multiple tasks and functions with greater efficiency and coordination between Headquarters and the field.

52. **While the Advisory Committee recognizes that there is a relationship between the level of support account resources and the overall level of peacekeeping operations resources, it is of the view that any staffing model or support account proposal must take into account the totality of resources available. These include support account posts, regular budget posts and other types of staffing designations, such as general temporary assistance positions, consultants and contractors at Headquarters and counterpart capacities in the missions and, if applicable, other field-based entities of the United Nations.**

53. In his overview of the financing of the United Nations peacekeeping operations (A/65/715) and in his report on the budget for the support account for peacekeeping operations for the period 2011/12 (A/65/761), the Secretary-General provided information on the level of peacekeeping resources, as well as of the support account and the United Nations Logistics Base from 2005 to the present. The Advisory Committee notes that the resource requirements for field missions for 2011/12 is projected at $7.2 billion, compared with $7.3 billion for 2010/11. The number of active peacekeeping missions has decreased from 16 to 15, while the number of special political and peacebuilding missions remains at 15.

54. The Advisory Committee has been informed that, following a seven-year period of historic deployment levels, peacekeeping is now in a period of consolidation. The United Nations Observer Mission in Georgia (UNOMIG) and the United Nations Mission in the Central African Republic and Chad (MINURCAT) have closed, UNMIK was reconfigured in 2009, the operation in Burundi has been replaced by the United Nations Office in Burundi (BNUB) and the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) was replaced by MONUSCO. Also, while planning is under way for the further drawdown of UNMIL and UNMIT, it is expected that the backstopping requirements of these two missions will remain the same for the 2011/12 budget period. Following the recent referendum in the Sudan and subject to a decision by the Security Council, preparations are under way for the prospect of a transition in that country.

55. **The Advisory Committee is of the opinion that consolidation in the level of peacekeeping could lead to a further reduction in the proposed post and non-post resources for backstopping field operations, in view of the increases in capacity that have been provided as a result of successive reforms and on a regular annual basis. The Committee reiterates its view that, taking into account the benefits of initiatives and business processes, existing resource levels and management structures should be kept under review so that the existing resources can be reassigned, redeployed and reduced with a view to streamlining the backstopping of peacekeeping operations (A/64/753, para. 23). The Committee expects that the results of these efforts will be reflected in the overall level of resources requested for peacekeeping operations in the forthcoming periods.**

B. Performance report for the period from 1 July 2009 to 30 June 2010

56. The Advisory Committee recalls that the General Assembly, in its resolution 63/287, approved support account resources in the amount of $294,030,900 for the period from 1 July 2009 to 30 June 2010, including for 1,245 temporary posts (1,182 continuing and 63 new temporary posts) and their related post and non-post requirements. Subsequently, the Assembly, in part VIII of its resolution 64/243, authorized the Secretary-General to enter into additional commitments for non-post resources under the support account for the period 2009/10 in a total amount not to exceed $28,516,500 for the enterprise resource planning project. Accordingly, total support account resources approved for the period from 1 July 2009 to 30 June 2010 amounted to $322,547,400. The Committee notes that the apportionment for information technology requirements did not include the additional amount of $2,031,860 for the secondary data centre approved in Assembly resolution 63/269, which was absorbed within existing resources. A summary of major activities that had an impact during the period in question is provided in section I of the Secretary-General's performance report on the budget of the support account for peacekeeping operations for the period 2009/10 (A/65/610).

57. As indicated in that report, the expenditures for the period 2009/10 amounted to $318,475,800 gross ($290,199,400 net), resulting in an unencumbered balance of $4,071,600 gross ($4,861,100 net), or 1.3 per cent, in gross terms, of the approved resources for the period. A summary of resource performance by category and the related explanation is also provided in the Secretary-General's performance report (A/65/610, paras. 25-34 and table 1) and information on the actual outputs during the reporting period compared to the planned outputs is provided in the addendum to that report (A/65/610/Add.1). The average vacancy rates for the performance report period were 11.0 per cent for Professional and 6.5 per cent for General Service posts.

58. The Advisory Committee notes that the net unencumbered balance was attributable to underexpenditure for non-post resources ($6,866,800), offset by overexpenditure for post resources ($2,795,200). The $6.9 million (or 4.9 per cent) underexpenditure for non-post resources is the net result of reduced requirements, in particular under the following budget items:

(a) Other supplies, services and equipment ($3,769,100 or 28.5 per cent), mostly related to the delay in the implementation of the cost-sharing arrangement for the new system of administration of justice established on 1 July 2009; lower-than-budgeted actual expenditures for after-service health insurance owing to a lower-than-expected number of claims and a one-month premium holiday granted for one of the medical plans; and the procurement of a vendor at a lower-than-budgeted cost for the development of a specialist-level online procurement training course;

(b) General temporary assistance ($1,670,300 or 8.5 per cent), owing primarily to the higher-than-budgeted vacancy rates in the Investigations Division (20.1 per cent for Professional and 29.0 per cent for General Service posts);

(c) Official travel ($1,428,800 or 8.3 per cent), mostly related to lower-than-budgeted travel requirements for the Office of Internal Oversight Services, in view of the reduced case-related travel of the Investigations Division owing to difficulties in recruiting investigators and reduced training-related travel of the Internal Audit Division; a reduction in the training-related travel of the Department of Peacekeeping

Operations; and reduced requirements for the Department of Management, in view of a decrease in training-related travel resulting from the delayed implementation of the International Public Sector Accounting Standards (IPSAS);

(d) Consultants ($510,500 or 8.4 per cent), mostly owing to the delay in the implementation of IPSAS and the non-utilization of funds in the Department of Management in preparation of its adoption;

(e) Information technology requirements ($329,200 or 0.6 per cent), primarily attributable to planned activities for system development and implementation not undertaken during the budget period and vacancies in contractual personnel under the contractual services category; offset in part by additional resources in the Office of Information and Communications Technology for contractual services and information technology equipment related to the secondary data centre for which no provision was made in the budget (see para. 56 above);

(f) Medical requirements ($24,000 or 11.8 per cent), resulting from the non-utilization of funds in the Office of Human Resources Management for the purchase of medical travel kits, owing to the reservation of funds for emergency medical purchases related to the avian flu pandemic.

59. These underexpenditures were offset by additional requirements in respect of:

(a) Facilities and infrastructure ($550,540 or 2.6 per cent), owing to the additional requirements for the cost of the facility for the secondary data centre approved in General Assembly resolution 63/269, for which no provision had been made in the budget;

(b) Communications ($314,700 or 11.7 per cent), as a result of higher communications charges related to the usage of wireless equipment during and after the earthquake that struck Haiti in January 2010.

60. The overexpenditure of $2.8 million (or 1.5 per cent) for posts is mostly attributable to resources required in the Department of Peacekeeping Operations for the salaries of the standing police capacity during the period of the transfer to the United Nations Logistics Base at Brindisi, Italy; the impact of human resources reform on mission salary scales and common staff costs for the Internal Audit Division of the Office of Internal Oversight Services; and lower-than-budgeted vacancy rates in the Department of Peacekeeping Operations (8.5 per cent for Professional and 3.6 per cent for General Service posts).

61. The Advisory Committee's comments on the information contained in the performance report on individual objects of expenditure can be found, where relevant, in the discussion of the proposed budget for the period from 1 July 2011 to 30 June 2012 in section III.D below.

62. The Advisory Committee recalls, as indicated in paragraph 56 above, that the General Assembly, in its resolution 64/243, authorized the Secretary-General to enter into commitments for the support account in an amount not to exceed $28,516,500 for the enterprise resource planning project. That amount was not assessed. As indicated in the financial performance report, the balance for the support account for peacekeeping operations for the 2009/10 period of $24,444,900, which is the difference between the original approved resources of $294,030,900 and the actual expenditure of $318,475,800, has therefore not been assessed (A/65/610, para. 28). **With regard to the actions proposed by the Secretary-**

General in section IV of the performance report (A/65/610), see paragraph 248 below.

C. Updated financial information in respect of the current period

63. The Advisory Committee recalls that the General Assembly, in its resolution 64/271, approved the amount of $356,033,000 gross under the support account for post and non-post resources for the period from 1 July 2010 to 30 June 2011, and a total staffing establishment under the support account of 1,262 temporary posts. This included 21 new support account posts, as well as 163 positions and 40 person-months funded under general temporary assistance. The resources also included an amount of $57,033,000 for the enterprise resource planning project previously approved in Assembly resolution 64/243. In its resolution 64/288, the Assembly approved the amount of $7,672,300 in respect of the United Nations Office to the African Union and, in its resolution 65/259, the amount of $106,206 in respect of the support account's share of general temporary assistance in the context of the Secretary-General's report on the status of implementation of the information and communications technology strategy for the United Nations Secretariat (A/65/491). Total resources approved for the period therefore amount to $363,811,500, including enterprise resource planning requirements.

64. Upon enquiry, the Advisory Committee was informed that, as at 21 February 2011, projected support account expenditure for the period ending 30 June 2011 was estimated at $275,430,100, compared to the apportionment of $306,778,500 (see annex II). This would result in a projected unencumbered balance of $31,348,400 or 10.2 per cent of the total appropriation, excluding the enterprise resource planning project resources, at the end of the financial period.

65. Of the 1,311 currently approved posts (876 Professional and 435 General Service and related categories), a total average of 1,112 were encumbered for the period from 1 July 2010 to 28 February 2011 (740 Professional and 372 General Service and related categories), indicating vacancy rates of 15.5 per cent for Professional and 14.4 per cent for General Service and related posts. **The Advisory Committee recommends that the most up-to-date information on current and projected expenditures, as well as on encumbency rates, be provided to the General Assembly at the time of its consideration of the support account budget.**

D. Proposed cost estimates for the period from 1 July 2011 to 30 June 2012

1. General

66. The Secretary-General, in his report on the budget for the support account (A/65/761), estimated support account resources for the period from 1 July 2011 to 30 June 2012 at $315,362,400 gross, which would provide for the staffing of 1,356 temporary support account posts and non-post resources. The amount excludes resource requirements related to the enterprise resource planning project in the amount of $47,185,200 for the 2011/12 period proposed to be funded from the support account pursuant to General Assembly resolution 64/243 and based on the

estimate presented in the Secretary-General's second progress report on the enterprise resource planning project (A/65/389).

67. The resources proposed for the period from 1 July 2011 to 30 June 2012 represent an increase, in gross terms, of $8,583,900 or 2.8 per cent over the $315,362,400 that had been approved for the period from 1 July 2010 to 30 June 2011, excluding the enterprise resource planning project. Taking into account requirements for enterprise resource planning, the proposed amount represents a decrease of $1,263,900 or 0.3 per cent.

68. The $8.6 million increase (excluding enterprise resource planning resources) is mostly due to additional requirements for posts ($4 million), attributable to the transfer of the budgetary resources associated with continuing posts reporting to the Department of Peacekeeping Operations but physically located at the United Nations Logistics Base from the budget of the Logistics Base to the support account; and an increase in non-post resources ($4.5 million) for consultants to implement IPSAS and for the support account's share related to the administration of justice.

69. The Advisory Committee notes that the proposed resources for 2011/12, besides including the support account's share of post and non-post costs for the administration of justice ($2,379,700), also include its share of the augmented capacity of general temporary assistance for project IV of the information and communications technology review approved in General Assembly resolutions 65/259 and 65/491 ($106,206); its share of the maintenance support costs of the secondary data centre ($941,600), in accordance with Assembly resolution 64/228; and the resource requirements related to the projected after-service health insurance costs of retirees from peacekeeping missions ($8,400,000).

70. The resource estimates for the 1,356 proposed posts (918 Professional, 434 General Service and 3 Security Service posts and 1 United Nations Volunteer) amount to $207,054,300, reflecting an increase of $4,067,900 or 2.0 per cent over the resources appropriated for 2010/11. The support account proposal reflects the redeployment of the budgetary resources related to 52 continuing posts of the standing police, justice and corrections capacities and civilian predeployment training team, which are support functions (tenant units) located at the United Nations Logistics Base and report to the Department of Peacekeeping Operations; the redeployment of 9 posts from Headquarters to the Logistics Base in connection with the global field support strategy; the abolishment of 4 posts in the Office of Internal Oversight Services; and the proposed establishment of 6 new posts, including the conversion of 1 position currently funded under general temporary assistance and 1 resubmission. The additional posts proposed include: (a) 1 post which is resubmitted in the Department of Management; (b) 1 post in the Office of the United Nations Ombudsman and Mediation Services; (c) 3 posts in the Office of Legal Affairs; and (d) 1 post in the Advisory Committee proposed to be converted from general temporary assistance funding. The Committee's recommendations on those proposals are contained in its discussion of the relevant organizational units and a number of proposals regarding the redeployment and reassignment of posts in the budget submission are also discussed below. The Committee was informed that efforts had been made to identify posts for internal redeployment and reassignment in order to limit requests for additional staff.

71. The Advisory Committee notes that standard salary costs for New York are applied to posts at Headquarters; that standard salary costs for Addis Ababa, Nairobi and Vienna, as well as for Brindisi, Italy, are applied to the United Nations Logistics Base, the United Nations Office to the African Union and the respective regional investigation hubs of the Office of Internal Oversight Services; and that mission-specific costs are applied to the resident auditor posts. It also notes that, in accordance with the Committee's recommendation contained in its report on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (see A/63/841, para. 52), vacancy rates of 12 per cent and 7 per cent have been applied to continuing posts in the Professional and General Service categories, respectively, and that a delayed deployment factor of 65 per cent and 50 per cent has been applied to new posts in the Professional and General Service categories, respectively. As for general temporary assistance positions, vacancy rates of 7 per cent and 5.2 per cent have been applied to continuing positions of a duration of 12 months in the Professional and General Service category positions, respectively. Vacancy rates of 25 per cent and 12.5 per cent for Professional and General Service category positions have been applied to new general temporary assistance positions of a duration of 12 months, respectively.

72. The Advisory Committee also notes that, in line with the request made by the General Assembly in its resolution 63/287, information is provided on the full annual costs of the proposed additional posts for the subsequent budget, with the application of the projected 2011/12 period vacancy rates for continuing posts (12 per cent for Professional and 7 per cent for General Service staff). The full resource requirements for posts would amount to $207,494,800, representing an increase of $440,500 or 0.2 per cent compared to the amount of $207,054,300 budgeted for 2011/12 (A/65/761, para. 32).

73. The Advisory Committee recalls that the General Assembly, in paragraph 12 of its resolution 58/298, requested information with respect to posts that will have been vacant for at least 12 months by 30 June of a given year. The Committee was informed that two posts are projected to have been vacant for 12 months or longer by 30 June 2011 and to be rejustified: a Senior Policy Officer (P-5) post in the Criminal Law and Judicial Advisory Service of the Office of Rule of Law and Security Institutions and an Investigator (P-4) post in the Investigations Division at UNIFIL. The Committee's recommendations on the proposed rejustifications are contained below, in the paragraphs devoted to the relevant offices.

74. Proposed non-post resources total $108,308,100, reflecting an increase of $4,516,000 or 4.4 per cent, compared with the resources approved for 2010/11, as shown in the table below:

Category	*2010/11 (Approved)*	*2011/12 (Proposed)*	*Variance*	*Percentage*
General temporary assistance	**24 576 500**	**25 345 000**	**768 500**	**3.1**
Consultants	**3 453 100**	**7 072 900**	**3 619 800**	**104.8**
Official travel	**13 173 100**	**13 041 700**	**(131 400)**	**(1.0)**
Facilities and infrastructure	**22 490 100**	**22 045 500**	**(84 600)**	**(0.4)**
Communications	**2 939 400**	**2 757 500**	**(181 900)**	**(6.2)**
Information technology	**22 924 900**	**22 742 800**	**(182 100)**	**(0.8)**

Category	*2010/11 (Approved)*	*2011/12 (Proposed)*	*Variance*	*Percentage*
Other supplies, services and equipment	14 235 000	14 942 700	707 700	5.0
Total	**103 792 100**	**108 308 100**	**4 516 000**	**4.4**

75. A summary of the variances in non-post resources is included in the report on the budget for the support account for the period 2011/12 (A/65/761, paras. 27-31), together with a summary of the budget parameters used in the costing exercise (paras. 39-44). While the overall increase for non-post resources is 4.4 per cent, most of the increase relates to additional requirements for consultants. The Advisory Committee notes that the provision for consultants of $7,072,900 reflects an increase of 104.8 per cent compared with the $3,453,100 appropriated for 2010/11.

76. The budget report for 2011/12 also contains an analysis and summary of the requirements for consultants (A/65/761, paras. 33 and 34). The Advisory Committee notes that the resources relate primarily to the Office of Programme Planning, Budget and Accounts ($3,529,000), for the implementation of IPSAS; the Ethics Office ($792,000), mostly for the review of staff files in connection with the financial disclosure programme; the Policy, Evaluation and Training Division ($576,000), for the development and conduct of specialized training programmes on substantive areas of peacekeeping operations, as well as for evaluations of peacekeeping missions and thematic evaluations; the Office of Central Support Services ($544,000), mostly for archival, cataloguing and digitization services and the preservation of peacekeeping records, but also to review the solicitation procedures of information technology-related contracts in support of peacekeeping operations; and the Office of Internal Oversight Services ($408,000), mostly in support of work related to the Inspection and Evaluation Division and the Internal Audit Division.

77. **The Advisory Committee has commented extensively on the need to limit the use of consultants to specific activities for which the necessary expertise is not available within the staff of the Secretariat or even within the United Nations system. In accordance with General Assembly resolution 53/221, section VIII, and the administrative instruction on consultants and independent contractors (ST/AI/1999/7 and Amend.1), consultants should be hired for specific, time-limited projects and the existing procedures for evaluating their work should be strictly followed. While the Committee understands that, in some cases, the necessary skills and expertise for a particular project cannot be found in the Secretariat, it is also of the view that greater use must be made of in-house capacity.**

78. The increase in the requirements of $768,500 or 3.1 per cent for general temporary assistance reflects the continuation of positions approved in 2010/11 for which lower vacancy rates are applied (see para. 71 above) and the proposed establishment of 102 person-months (positions for a duration of less than 12 months), mostly related to maternity and sick-leave replacements, and of 15 new positions. Taking into account the elimination of 14 positions, the net increase for 2011/12 amounts to 1 position. One position currently funded from general temporary assistance is proposed for conversion to a post (see para. 241 below). **The Advisory Committee reiterates the comments and recommendations**

regarding the need to adhere to the criteria for resorting to general temporary assistance funding made in its previous report on the budget of the support account (A/64/753, para. 45) and in its report containing observation and recommendations on cross-cutting issues related to peacekeeping operations (see A/64/660, para. 48). The Committee's views in this regard are set out in paragraph 38 above.

79. The increase of $707,700 or 5.0 per cent in resources proposed under Other supplies, services and equipment reflects the support account's share for the administration of justice, pursuant to General Assembly resolution 62/228. The increases mentioned above are offset by decreases in the requirements for information technology ($182,100 or 0.8 per cent) and communications ($181,900 or 6.2 per cent), reflecting changes in the requirements associated with the stage of development or implementation of previously approved projects and in the requirements for the secondary data centre for which a non-recurrent provision was approved in 2010/11.

80. The overall requirement of $13,041,700 for official travel reflects a decrease of $131,400 or 1 per cent. Of this total, $5.6 million is proposed for the Department of Peacekeeping Operations; $2.3 million for the Department of Field Support; $1.7 million for the Department of Management; and $1.6 million for the Office of Internal Oversight Services. **The Advisory Committee is of the view that travel requirements should be closely monitored (see paras. 121 and 219 below). In addition, in proposing that support account resources be used for travel, consideration should be given to the existing provisions for travel included in the budgets of the various missions, as well as regular budget and extrabudgetary provisions.**

81. **In making its recommendations on the support account proposals for 2010/11 on post and non-post requirements, the Advisory Committee has taken into account the issues addressed in paragraphs 55, 77, 78 and 80 above. The Committee does not object to the proposal that support account resources be used for the Executive Office of the Secretary-General, the Office of Staff Legal Assistance, the Department of Public Information and the Department of Safety and Security. Its recommendations with respect to specific offices are contained in paragraphs 82 to 244 below. The Committee further notes that its recommendations regarding the proposed posts or general temporary assistance positions also have an impact on operational costs, as indicated in paragraph 246 below.**

2. Detailed recommendations

(a) Department of Peacekeeping Operations

82. The overall requirements proposed for the Department of Peacekeeping Operations for 2011/12, in the amount of $104,528,000, reflect an increase of $7,660,000, or 7.9 per cent, over the resources approved for 2010/11. The increase of $7.6 million is mostly attributable to additional requirements for posts ($6,814,900) owing to the inclusion in the support account of post and non-post resources for the standing police capacity (41 posts), the standing justice and corrections capacity (6 posts) and the civilian predeployment team (5 posts) under the relevant units to which they report at Headquarters while remaining physically at the United Nations Logistics Base. The transfer of those resources from the budget

of the Logistics Base to the support account is in line with the Advisory Committee's recommendation that resources dedicated to a particular function or business process be consolidated (see A/64/753, para. 8, and para. 40 above). The number of support account posts proposed for the Department of Peacekeeping Operations for 2011/12 is 537 (408 Professional and 129 General Service posts), including the transfer of the 52 posts (45 Professional and 7 General Service) that, given their reporting line, are currently presented as part of the resources of the Department despite being physically located at the Logistics Base.

83. An increase in the amount of $845,100 is also proposed under non-post resources. The net increase is mostly attributable to additional requirements proposed under Other supplies, services and equipment ($563,200), for the United Nations Office to the African Union and the Policy, Evaluation and Training Division, and under Information technology ($540,300), reflecting the calculation and mainstreaming of requirements in alignment with other departments and offices funded from the support account, mostly offset by reduced requirements for communications ($238,300) owing to the decrease in the provision of non-recurrent requirements included in the budget for the 2010/11 period.

(i) *United Nations Office to the African Union*

84. The Advisory Committee notes that, pursuant to General Assembly resolution 63/310, a comprehensive review of the functional requirements of the peace and security partnership between the United Nations and the African Union has been undertaken, with a view to integrating the United Nations peace and security presence in Addis Ababa under a single United Nations office. The Committee's conclusions and recommendations in this regard are contained in its report on the proposed budget for the United Nations Office to the African Union (A/64/792) and were endorsed in Assembly resolution 64/288. The priorities of the Office, which was established on 1 July 2010, are outlined in paragraph 70 of the Secretary-General's report on the budget for the support account for 2011/12 (A/65/761).

85. The Advisory Committee also notes that the United Nations Office to the African Union integrated the former United Nations Liaison Office to the African Union, the African Union Peacekeeping Support Team, the United Nations planning team for the African Union Mission in Somalia (AMISOM) and the support elements of the Joint Support and Coordination Mechanism of UNAMID. The Head of the United Nations Office to the African Union reports to the Under-Secretaries-General of the Departments of Peacekeeping Operations, Field Support and Political Affairs. The Department of Political Affairs is primarily responsible for oversight of the Office. **The Committee expects that the Office will be able to become fully integrated in the context of the next budget proposal.**

86. In paragraph 16 of its report on the proposed budget for the United Nations Office to the African Union (A/64/792), the Advisory Committee noted that much remained to be done to streamline the arrangements at Headquarters for backstopping support provided to, and coordination with, the African Union in line with the restructuring taking place in Addis Ababa and expressed concern about the complex reporting lines planned for the Office. In this connection, the Committee has been informed that the specific mandates and tasks requested by the Security Council and the General Assembly remain unchanged. According to the Secretary-General, the Office needs the same level of support from the three Departments and

is required to report separately to them on matters related to their respective mandates. The Committee has also been informed that the Office has effectively managed the three separate reporting lines without encountering problems. A process of setting up an interdepartmental mechanism for regular consultation and information sharing between the Office and the three Departments was under way.

87. The Advisory Committee notes that the results-based framework for the Office has been refined. For example, the expected accomplishments and indicators of achievement have been realigned with the results-based methodology and format for the support account for peacekeeping operations. The Committee has been informed that the framework was prepared on the basis of interaction between the Secretariat and the African Union Commission. **The Committee is of the opinion that the framework should be further refined in the context of the next budget submission, in order to better align the support rendered with the priorities of the African Union as the Office becomes fully engaged in carrying out its mandate.**

88. The resources proposed for 2011/12 in the amount of $7,963,200 represent a decrease of $60,800 or 0.8 per cent compared with the $8,024,000 approved for 2010/11. The net decrease is mostly attributable to reduced requirements for posts ($410,800) owing to lower standard salary costs, offset by additional requirements under Other supplies, services and equipment ($348,600), owing to the Office's share of the construction costs for the future office space within the Economic Commission for Africa compound in Addis Ababa (see para. 91 below).

Posts

89. The Advisory Committee notes that the staffing of the Office includes the original 65 posts, of which 57 (25 Professional and 32 General Service and related categories) and related operational costs are funded from the support account and 8 (5 Professional and 3 General Service and related categories) and related operational costs are funded from the regular budget. The Committee was informed that the overall vacancy rate for support account posts was 30 per cent. However, among the P-4 posts, the incumbents of which carry out substantive planning work, the vacancy rate was as high as 47 per cent. Upon enquiry, the Committee was informed that all of the substantive posts inherited from the previous three offices in Addis Ababa had had to be reprofiled and then advertised as mission-specific vacancies, in order to combine and integrate all operational planning posts on the one hand and all administrative planning posts on the other hand, and to focus specifically on the capacity-building responsibilities of each planning post. **While noting the procedure that needed to be followed, the Committee expects that the process of recruitment will be expedited to ensure that the Office becomes fully operational.**

90. In paragraph 5 of its report on the proposed budget for the United Nations Office to the African Union (A/64/792), the Advisory Committee had noted that the structure of the Office would consist of a substantive component, providing support to the African Union in three areas, namely political affairs, operational planning and administrative planning, and a support component. The Committee also noted that the structure was intended to be flexible, with the possibility of scaling up or down as the situation evolves. In paragraph 25 of the same report, the Advisory Committee indicated that the support component of the Office, which consists of

32 posts out of a total of 65, appeared disproportionate and recommended that it be reviewed and the results thereon reported to the General Assembly at its sixty-fifth session, with a streamlined proposal that took into account the services ECA can provide to the Office. Upon enquiry, the Committee was informed that the 32 posts only meet the Office's basic requirements and that ECA currently does not have the in-house capacity to provide full support. Furthermore, the Office is in the process of finalizing and signing a memorandum of understanding containing arrangements for sourcing support services from ECA and will continue to draw on available support services, sharing, in turn, human resources to facilitate the support relationship. **The Advisory Committee is concerned that it did not receive information in relation to its previous request. It reiterates its view that the support structure and related staffing requirements must be kept under review and further assessed as the Office becomes fully staffed and operational. The results should be included in the context of the next budget submission.**

Non-post resources

91. The amount of $1,283,600 under Other supplies, services and equipment reflects an increase of $348,600 or 37.3 per cent. The Advisory Committee notes that most of the increase is related to the Office's share of the construction costs associated with the future office space at ECA. The Committee recalls the information provided regarding the progress in the construction of the additional office facilities (see A/65/518, paras. 16-20). Upon enquiry, the Committee was informed that the financing for the construction of an additional floor at ECA is to be provided by UNAMID and the Office in an amount of $1,000,000, based on a cost-sharing ratio of 15 per cent and 85 per cent, respectively. The Office's share, in the amount of $850,000, would be funded from the support account as follows: $300,000 will be absorbed in the current 2010/11 budget, while an amount of $550,000 has been included in the proposal for 2011/12 (A/65/761, para. 76). **The Committee recommends approval of the proposed requirements and underlines the importance of timely completion of the construction project at ECA.**

(ii) *Office of the Under-Secretary-General for Peacekeeping Operations*

92. The increase of $362,600, or 2.2 per cent, over the resources approved for 2010/11 of $16,486,600 is mostly related to a net increase in non-post requirements ($368,900), in view of additional requirements proposed for information technology, general temporary assistance and facilities and infrastructure, offset mostly by a reduction in the requirements for communications. The decrease in the provision for posts in the amount of $6,300 is the result of lower standard salary costs for the 69 continuing posts of the Office.

Non-post resources

93. The non-post resources proposed in the amount of $6,723,500, representing an increase of $368,900, or 5.8 per cent compared with the resources appropriated for 2010/11, are mostly due to additional requirements for information technology ($540,300) and general temporary assistance ($94,100), offset by a decrease in the requirements for communications ($238,300).

94. The resources proposed for information technology in the amount of $3,018,700 (an increase of $540,300 or 21.8 per cent) cover the combined

requirements centrally administered by the Executive Office on behalf of both the Department of Peacekeeping Operations and the Department of Field Support. The increase is attributable to the share of the information technology infrastructure costs, which are now calculated and mainstreamed into the provision for both Departments, consistent with the arrangements applicable to all other departments funded from the support account.

95. The provision for general temporary assistance in the amount of $710,900 reflects an increase of $94,100, or 15.3 per cent, owing to the costing parameters applied for positions approved in 2010/11, which are proposed to be continued (see para. 71 above). The resources proposed would cover maternity/sick leave requirements in the Executive Office (12 person-months in the Professional category and 12 person-months in the General Service category), as well the continuation of 3 positions, which include the following:

(a) Two positions in the Office of the Chief of Staff, including an Organizational Resilience Officer (P-4) and an Administrative Assistant (General Service (Other level)), to continue the development of Headquarters and field missions resilience plans in the areas of crisis response, business continuity, and recovery and reconstitution (see A/65/761, paras. 86-90);

(b) One Internal Communications Officer (P-3) position in the Public Affairs Section who would continue to coordinate communication issues with the Department of Public Information and entities within the Departments of Peacekeeping Operations and Field Support, as well as provide support to officers in the field on recruitment issues and ensuring that integrated communication strategies are developed (see A/65/761, paras. 92-94).

The Advisory Committee recommends acceptance of the continuation of the 3 positions (1 P-4, 1 P-3 and 1 General Service (Other level)) requested for organizational resilience and communications functions, as well as the short-term general temporary assistance requested for maternity/sick leave replacement. The Advisory Committee expects that the organizational resilience functions will be reviewed in the context of the report requested by the General Assembly in its resolution 64/260 (sect. II, para. 11), to be submitted by the Secretary-General at its sixty-sixth session.

96. The resources proposed for communications in the amount of $1,444,300, representing a decrease of $238,300 or 14.2 per cent compared with the resources approved for 2010/11, provide for the combined requirements centrally administered by the Executive Office on behalf of the Departments of Peacekeeping and Field Support. The variance reflects the reduction in non-recurrent requirements related to the new posts and positions that were approved in the context of the 2010/11 support account budget.

(iii) *Office of Operations*

97. The resources proposed for the Office of Operations for 2011/12 in the amount of $12,975,500 reflect a decrease of $874,300, or 6.3 per cent, compared with the resources approved for 2010/11. This is mostly due to decreased requirements for posts ($350,500) in view of lower standard salary costs for 70 continuing posts; as well as a net decrease in non-post requirements ($523,800).

Posts

98. As MINURCAT is now in its liquidation phase, it is proposed that 3 posts be redeployed from the Africa I MINURCAT integrated operational team, as follows:

(a) A Political Affairs Officer (P-5) post to be redeployed to the Africa II Division for the UNMIL/UNOCI integrated operational team to serve as principal focal point for political issues related to the peace processes and implementation of the mandates of both Missions, which are experiencing a more intense level of activity given the evolving situation on the ground (A/65/761, para. 110);

(b) A Political Affairs Officer (P-4) post to be redeployed to the Africa II Somalia Coordination and Planning Team. The Somalia Coordination and Planning Team currently comprises 5 general temporary assistance positions funded under the support account, including 1 Principal Officer (D-1), 2 Political Affairs Officers (1 P-4, 1 P-3), 1 Military Maritime Officer (P-3) and 1 Team Assistant (General Service (Other level)) (see also para. 100 below). It is proposed that the Political Affairs Officer (P-4) and the Military Maritime Officer (P-3) positions be discontinued. It is proposed that the functions carried out by the Political Affairs Officer position be performed by the Political Affairs Officer (P-4) in the post that is proposed to be redeployed from the MINURCAT integrated operational team; the Military Maritime Officer functions would be carried out by an existing military specialist from the Office of Military Affairs (A/65/761, para. 111). The Advisory Committee was informed that this proposal reflects the expectation that the tasks assigned to the Team will continue with the eventual establishment of an integrated operational team for Somalia once a peacekeeping operation has eventually been launched;

(c) A Political Affairs Officer (P-3) post to be redeployed to the UNMIS integrated operational team, in light of the outcome of the referendum on the status of South Sudan and the need to focus on planning for the possible deployment of a new mission, as well as a possible role vis-à-vis outstanding Comprehensive Peace Agreement-related issues (A/65/761, para. 114). **The Advisory Committee is of the view that the functions performed by the Political Affairs Officer (P-4) in the Somalia Coordination and Planning Team should continue to be provided under general temporary assistance (see para. 100 below). The Committee recommends against the redeployment of the Political Affairs Officer (P-4) post from the MINURCAT integrated operational team; the post should therefore be abolished. The Committee recommends acceptance of the two redeployments proposed to provide support for the UNMIL/UNOCI integrated operational team and the UNMIS integrated operational team. The Committee is of the view that the continued need for the redeployed Political Affairs Officer (P-5) post should be kept under review, taking into account developments on the ground.**

Non-post resources

99. The non-post resources in the amount of $1,511,500 (a decrease of $523,800 compared with the amount appropriated for 2010/11) is mostly due to a reduction in the requirements for general temporary assistance ($529,800). The Advisory Committee notes that resources are requested for the continuation of 4 positions, compared with 7 positions approved for 2010/11.

100. General temporary assistance funding is proposed for the continuation of 3 positions for the Somalia Coordination and Planning Team, out of 5 currently funded, which would include: 1 Principal Officer (D-1), 1 Political Affairs Officer (P-3), 1 Team Assistant (General Service (Other level)) (see A/65/761, paras. 117-122). A Political Affairs Officer (P-3) position and a Military Maritime Officer (P-3) position are proposed to be discontinued (see para. 98 (b) above). **The Advisory Committee recommends acceptance of the proposed continuation of the 3 positions (1 D-1, 1 P-3, 1 General Service (Other level)) for the Somalia Coordination and Planning Team. Taking into account its recommendation regarding the redeployment of the Political Affairs Officer (P-4) post in paragraph 98 above, the Committee recommends that general temporary assistance funding at the P-4 level be reinstated for the functions.**

101. General temporary assistance funding is also proposed to be continued for 1 Team Assistant (General Service (Other level)) in the Africa I Division, in order to provide critical administrative and technical liaison between the Department of Peacekeeping Operations and the United Nations Office to the African Union in areas such as facilitating videoconferences, meeting arrangements and travel arrangements. The Advisory Committee recalls that 2 general temporary assistance positions in the Office of Operations (a P-4 Coordination Officer and a General Service Team Assistant) supported the work of the African Union Peacekeeping Support Team in Addis Ababa, which has now been integrated into the United Nations Office to the African Union (see para. 85 above). The Team Assistant (General Service) position is proposed to be continued in order to provide a dedicated resource to the Department for the execution of its mandate, inherited from the African Union Peacekeeping Support Team, in supporting the Office; the P-4 position would be discontinued (A/65/761, paras. 123-125). **The Advisory Committee recommends acceptance of the continuation of the general temporary assistance position for a Team Assistant (General Service (Other level)) in the Africa I Division.**

Other issues

102. The Advisory Committee, in the context of its deliberations on the budget of the United Nations Support Office for the African Union Mission in Somalia (UNSOA), requested clarification of the roles and coordinating functions of the planning teams providing support for AMISOM, and implementing different mandates of the Security Council at Headquarters: the Somalia Coordination and Planning Team in the Office of Operations, and the planning capacity of the United Nations Office to the African Union in Addis Ababa, which incorporated the former United Nations Planning Team (see para. 85 above). In this connection, the Committee was informed that the United Nations Office to the African Union has been mandated to provide technical and expert advice to the African Union in the planning and deployment of AMISOM. The planners in the Office assist the Planning and Operations Unit of the African Union Peace Support Operations Division in the overall planning and management of AMISOM, provide strategic advice to the Unit and Division on all AMISOM-related activities, and support the building of the Division's capacity and coordination between the Division and other United Nations entities involved in Somalia.

103. The Committee was further informed that, while the Somalia Coordination and Planning Team provides strategic oversight and guidance to the United Nations

Office to the African Union in the provision of technical and expert advice to the African Union in the planning and deployment of AMISOM, it is also responsible for updating the contingency plans for an eventual deployment of a United Nations peacekeeping operation in Somalia (see paras. 98 (b) and 100 above). In addition, the Somalia Coordination and Planning Team backstops the United Nations Political Office for Somalia (UNPOS) with the provision of expertise, as required, for the rebuilding of the Somali security institutions and serves as the focal point on naval counter-piracy operations off the coast of Somalia and sea-based issues within the Secretariat's counter-piracy coordination mechanism. In view of these responsibilities, the coordinating function of the Somalia Coordination and Planning Team at Headquarters is instrumental in ensuring the provision of coordinated and integrated advice and support for both the United Nations Office to the African Union and UNPOS. **The Advisory Committee reiterates the need to review all activities in connection with the support for AMISOM and to explore every opportunity for consolidation and streamlining. The Secretary-General should report thereon in the context of the support account budget for 2012/13 (see also para. 131 below).**

(iv) *Office of Military Affairs*

104. The requirements for the Office of Military Affairs for 2011/12 amount to $24,690,900. The decrease in the resources ($620,000, or 2.4 per cent, compared with the 2010/11 period) is related mostly to a reduction in the requirements for posts ($636,300), taking into account lower standard salary costs for 133 continuing posts.

Posts

105. It is proposed that a Capability Development Officer (P-4) post and a Military Policy and Doctrine Officer (P-4) post be redeployed from the Military Planning Service to the Policy and Doctrine Team in the Office of the Military Adviser (A/65/761, paras. 133 and 134). The Committee was informed that the redeployment would not change the functions of the two posts but enable co-location of all officers working on policy and doctrine issues under one umbrella and direct guidance from the Office's leadership. **The Advisory Committee recommends acceptance of the two redeployments proposed to the Policy and Doctrine Team.**

Non-post resources

106. The non-post resources proposed in the amount of $942,600 reflect an increase of $16,300 or 1.8 per cent compared with the resources approved for 2010/11, in view of additional resources proposed under general temporary assistance ($9,400) and official travel ($6,900). The general temporary assistance requirements reflect the proposed continuation of 2 general temporary assistance positions approved for 2010/11 for Team Assistants (2 General Service (Other level)). **The Advisory Committee recommends acceptance of the proposed continuation of the general temporary assistance funding proposed for 2 Team Assistants in the Office of Military Affairs.**

(v) *Office of Rule of Law and Security Institutions*

107. The resources proposed for 2011/12 of $26,390,400 (an increase of $7,752,000 or 41.6 per cent over the resources approved for 2010/11) reflect an increase in the requirements for posts ($7,519,500), as well as an increase in the requirements for non-post resources ($232,500). The proposed post resources include the staffing costs for 147 continuing posts; the variance is mostly attributable to the redeployment of the budgetary resources related to 47 posts from the budget of the United Nations Logistics Base (see para. 109 below).

108. The Advisory Committee notes that it is proposed to separate the Mission Management and Support Service in the Police Division into two sections: the Mission Management and Support Section and the Selection and Recruitment Section (see para. 36 above). The Committee was informed that the proposal follows an internal review and consultations with police contributing countries and the Special Committee on Peacekeeping Operations. Moreover, the creation of a separate section would meet the needs for the Division to strengthen its recruitment capacity and execute the effective and efficient selection, recruitment, deployment, rotation, repatriation and extension of individual police assignment positions, including formed police units. Sixteen current posts (a P-5 Chief of Section, 6 P-4 Selection and Recruitment Officers, 7 P-3 Selection and Recruitment Officers and 2 General Service (Other level) Administrative Assistants) would be redeployed to the new separate Selection and Recruitment Section. The Committee was further informed that the proposal is cost-neutral and does not entail additional resources. **The Committee recommends acceptance of the proposal to establish the Selection and Recruitment Section in the Police Division, on the understanding that no additional resources would be required.**

Posts

109. As indicated in paragraph 82 above, the budgetary resources related to 41 continuing posts of the Standing Police Capacity (1 D-1, 3 P-5, 17 P-4, 16 P-3, 2 General Service (Other level), 2 Field Service) and 6 continuing posts of the Standing Justice and Corrections Capacity (1 P-5, 2 P-4, 2 P-3, 1 General Service (Other level)), which report to the Police Division and the Criminal Law and Justice Advisory Service, respectively, at Headquarters, are proposed to be transferred from the budget of the United Nations Logistics Base to the support account budget without affecting the current physical location at the Logistics Base or the efficiencies of the work units. The transfer is proposed in line with the Advisory Committee's recommendation for a clearer picture of the totality of resources dedicated to a particular function or business process that backstops peacekeeping operations (see A/64/753, para. 8). An equivalent reduction is also reflected in the budget of the United Nations Logistics Base (see also A/65/743/Add.12). **The Advisory Committee recommends acceptance of the proposed shift of resources from the budget of the United Nations Logistics Base to the support account (see also para. 44 above).**

110. The Advisory Committee recalls that the General Assembly, in paragraph 12 of its resolution 64/271, requested the Secretary-General to include an assessment of the level of the post of the Police Adviser in his report on the support account for peacekeeping operations for the period from 1 July 2011 to 30 June 2012. In paragraph 153 of his report (A/65/761), the Secretary-General indicates that the

experience of nearly four years validates maintaining the current arrangement in which the Police Adviser post is graded at the D-2 level, reporting to the Assistant Secretary-General for Rule of Law and Security Institutions. **The Committee concurs with the Secretary-General's statement regarding the level of the post of the Police Adviser.**

111. As indicated in paragraph 73 above, a Senior Policy Officer (P-5) post of the Criminal Law and Judicial Advisory Service, which will have been vacant for at least 12 months by 30 June 2011, is rejustified in line with paragraph 12 of General Assembly resolution 58/298. The Advisory Committee was informed that the post was approved on 1 July 2010 and that post classification, which was requested in mid-July, was provided in December 2010. The post has been advertised in Inspira and the recruitment process launched. In the interim, the Service has attempted to cover the functions through extrabudgetary and temporary ad hoc arrangements, which are insufficient or inadequate in executing the core functions of the post. **The Advisory Committee recommends that the Service expedite the filling of this post.**

Non-post resources

112. The provision for non-post resources in the amount of $1,804,700 reflects an increase of $232,500 or 14.8 per cent. The increase is mostly attributable to additional requirements for general temporary assistance ($225,900) and official travel ($103,200).

113. The proposed resources for general temporary assistance in the amount of $532,600 (an increase of $225,900) would cover the costs related to the proposed continuation of 2 positions and 1 new position for the Criminal Law and Judicial Advisory Service. The Service supports the activities related to the three main components of the rule of law (strengthening the legal, judicial and prison systems) and its workload is distributed among three teams (the Policy Cell, the Justice Team and the Corrections Team). Two current positions, which include a Judicial Officer (P-4) position with expertise in Islamic law and a Corrections Officer (P-3) position, are requested for continuation. In addition, a new Judicial Officer (P-4) position is requested to address the considerable increase in justice backstopping functions required for MINUSTAH (A/65/761, para. 161). **The Advisory Committee recommends acceptance of the continuation of general temporary assistance funding for the Judicial Officer (P-4) and the Corrections Officer (P-3). Given the substantial demand for supporting the Haitian authorities in rebuilding the justice sector and uncertainties in obtaining extrabudgetary funding for this purpose after the earthquake of 2010, the Advisory Committee also recommends acceptance of the new Judicial Officer (P-4) position requested for MINUSTAH.**

114. The Advisory Committee notes that the increase in the resources for travel in the amount of $103,200 reflects the redeployment of the travel resources associated with the standing police and justice and corrections capacities from the budget of the United Nations Logistics Base to the support account budget.

(vi) Policy, Evaluation and Training Division

115. The resources proposed for the Policy, Evaluation and Training Division for 2011/12 amount to $15,659,400, reflecting an increase of $1,100,500 or 7.6 per cent compared with the amount approved for 2010/11. The increase includes additional

resources for posts ($699,300), owing to the proposed redeployment from the budget of the United Nations Logistics Base to the support account budget of the budgetary resources related to 5 continuing posts (see para. 117 below) and additional non-post resources ($401,200), owing to increases in the requirements for general temporary assistance and other supplies, services and equipment.

116. As indicated in paragraph 35 above, it is proposed that the name of the Peacekeeping Best Practices Section be changed to Policy and Best Practices Service. It was indicated to the Advisory Committee that the replacement of the word "peacekeeping" in the title with the word "policy" would better represent the cross-cutting policy guidance functions and coordination role undertaken on behalf of both the Department of Peacekeeping Operations and the Department of Field Support. In addition, the organizational entity, which is a shared resource of both Departments, is already headed at the D-1 level and has the composition and size of a service as defined by the Secretariat, performing functions closely linked to cross-cutting policy and guidance (see also A/65/761, paras. 176 and 177). The Advisory Committee also notes that, according to the Secretary-General, this proposal is cost-neutral and does not entail additional resources. **For the reasons provided, the Advisory Committee recommends acceptance of the name change of the Peacekeeping Best Practices Section to Policy and Best Practices Service, on the understanding that no additional resources would be required.**

Posts

117. The provision for posts in the amount of $10,074,300 reflects an increase of $699,300 or 7.5 per cent. The provision would cover the staffing costs related to 61 continuing posts. The increase reflects the proposed redeployment of the budgetary resources related to 5 posts (1 P-4 Training Officer/Team Leader, 2 P-3 Training Officers and 2 General Service (Other level) Training Assistants) reporting to the Integrated Training Service at Headquarters, from the budget of the United Nations Logistics Base to the support account budget, without affecting their current physical location at the Logistics Base or the efficiencies of the work unit. The transfer is proposed in line with the Advisory Committee's recommendation for a clearer picture of the totality of resources dedicated to a particular function or business process that backstops peacekeeping operations (see A/64/753, para. 8). An equivalent reduction is also reflected in the budget of the United Nations Logistics Base (see also A/65/743/Add.12). **The Advisory Committee recommends acceptance of the redeployment to the support account of the budgetary resources related to the 5 posts of the Integrated Training Service located at the United Nations Logistics Base (see also para. 44 above).**

Non-post resources

118. The non-post resources proposed for the Policy, Evaluation and Training Division in the amount of $5,585,100 reflect an increase of $401,200 (7.7 per cent) over the resources approved for 2010/11. The requirements of $2,006,100 for general temporary assistance reflect an increase in the amount of $189,800. The requirements include the proposed continuation of 10 positions, as follows:

(a) Three positions in the Partnerships Team, including a Senior Coordination Officer (P-5), a Coordination Officer (P-4) and a Team Assistant (General Service (Other level)). The current capacity of the team includes 2 support account posts located in Brussels (1 P-5, 1 General Service (Other level)), 1 P-4 support account post at Headquarters and the 3 general temporary assistance positions requested to continue, also at Headquarters, given the workload involved (A/65/761, paras. 180-184). The Advisory Committee notes that this would be the fourth year of general temporary assistance funding for these positions (see para. 78 above);

(b) One Child Protection Adviser (P-4) position in the Peacekeeping Best Practices Section in support of the Section's work on protection of civilians, in particular, ensuring the integration of the protection, rights and well-being of children affected by armed conflict into all aspects of peacekeeping policies and programmes (A/65/761, paras. 186-188). The Committee notes that this would also be the fourth year of general temporary assistance funding proposed for this position (see para. 78 above);

(c) Two continuing P-3 Coordination Officer positions in the Peacekeeping Best Practices Section, Guidance Team, to provide support in the development of departmental policies, standard operating procedures, critical guidance for field operations and training workshops (A/65/761, para. 205);

(d) Four P-4 continuing positions in the Integrated Training Services (2 Training Officers related to the senior leadership training of the Senior Mission Administration and Resource Training Programme, 2 Training Coordination Officers in support of all-job specific and technical training) (A/65/761, paras. 212 and 213).

The Advisory Committee recommends acceptance of the continuation of the 10 general temporary assistance positions requested for the Partnerships Team (1 P-5, 1 P-4, 1 General Service (Other level)), the Peacekeeping Best Practices Section (1 P-4, 2 P-3) and the Integrated Training Services (4 P-4). The Advisory Committee addresses the issue of training in detail in its report on cross-cutting issues (A/65/743).

119. A new Coordination Officer (P-4 position) is requested for the Protection and Coordination Team in the Peacekeeping Best Practices Section to provide additional capacity for the protection of civilians and coordination of the efforts of all components of the Departments of Peacekeeping Operations and Field Support (A/65/761, para. 197). **The Advisory Committee is not convinced of the need for this position and recommends against its acceptance. The envisaged functions should be covered from the existing capacity within the Peacekeeping Best Practices Section (see also para. 116 above).**

120. The variance in the requirements for other supplies, services and equipment (an increase of $253,000) is due to translation and printing requirements of guidance and best practices materials requested by Member States and the training materials associated with the redeployment of budgetary resources from the budget of the United Nations Logistics Base to the support account (A/65/671, paras. 226 and 227). **The Advisory Committee has no objection to the resources requested.**

121. The requirements for travel of $1,939,900 reflect a decrease in the amount of $83,500, or 4.1 per cent. **The Advisory Committee nonetheless recommends that travel requirements be closely monitored and that efforts be made to combine travel undertaken and to limit its frequency as well as its duration (see para. 80 above).**

(b) Department of Field Support

122. The overall resources proposed for the Department of Field Support of $77,448,400 reflect a decrease of $5,409,500 (or 6.5 per cent) compared with the resources approved for 2010/11. Most of the decrease relates to posts ($3,028,500), owing to the proposed transfer of 9 posts from Headquarters to the United Nations Logistics Base and lower standard salary costs. The decrease in non-post resources ($2,381,000) is mostly attributable to the reduced requirements for other supplies, services and equipment ($1,852,500) owing in large part to the reduction in the costs related to servicing the contingent-owned equipment working group that met in January/February 2011; reduced requirements for travel ($538,000) and information technology ($372,000).

123. As indicated in paragraphs 42 and 43 above, in the first phase of the reprofiling of the United Nations Logistics Base as a Global Service Centre, an examination of non-location-dependent support processes and functions that are currently carried out by Department of Field Support staff and that may yield efficiencies if transferred to the Global Service Centre was initiated. It is therefore proposed that 9 continuing posts and the functions of a general temporary assistance position (proposed to be converted to a post) be transferred from Headquarters to the Logistics Base, in connection with information and communications technology management, global education grant processing, financial system technical support, field contracts management and airfield/air terminal standard functions. **The Advisory Committee has indicated that it has no objection to the transfer of the 5 functions and 9 related posts, as well as the functions of the current general temporary position, proposed to be relocated from Headquarters to the Global Service Centre during the period 2011/12 (see also A/65/743, sect. III.D).** Information on the 9 posts proposed to be relocated to the United Nations Logistics Base and the related post and non-post resources transferred to the budget of the Logistics Base is included in paragraphs 136, 144, 149 (a) and (b), and 155 below.

124. The Advisory Committee has made a series of observations and recommendations in this connection in the context of its reports on the budget of the United Nations Logistics Base (see A/65/743/Add.12) and the global field support strategy (see A/65/743, sect. III.D). In particular, the Committee has requested the Secretary-General to further elaborate his proposals on the Global Service Centre in order to enable Member States to have a more complete picture of the envisaged configuration of the Centre and its relationship with Headquarters, as well as a better understanding of the Secretary-General's new service delivery model and the operational role that can be played by the Centre.

125. The Advisory Committee notes that the Field Budget and Finance Division has been reorganized. The Committee was informed that, in order to further streamline and professionalize the management of resources, the Department of Field Support was aligning the Division with structures better geared to deliver on priorities. A resource-neutral structural adjustment is therefore proposed for its Field Budget and Finance Division (see paras. 134 to 140 below).

(i) Office of the Under-Secretary-General for Field Support

126. The resources proposed for 2011/12 amount to $11,058,100 (an increase of $710,400 or 6.9 per cent). The increase is primarily the result of additional requirements for posts ($565,300), which provide for the continuation of 59 posts

and the proposed inward redeployment of 4 posts; as well as additional requirements for general temporary assistance ($126,800), including funding for the proposed continuation of 4 positions.

Posts

127. The Advisory Committee recalls that a Programme Implementation Coordination Team was established in the context of the 2010/11 budget period to support all activities related to the planning, coordination, execution and reporting on the proposed global field support strategy. The Team currently comprises: a Team Leader (D-1) position funded under general temporary assistance to steer implementation of the process, which is requested to be continued (see para. 131 (a) below), a Senior Programme Officer (P-5) post approved in the context of the 2010/11 budget and 4 posts, which were provided through temporary redeployment within the Department of Field Support, including two Management Officers (2 P-4), an Administrative Officer (1 P-3) and an Administrative Assistant (General Service (Other level)). It is proposed that, in view of the current increased workload, the Team be strengthened through the redeployment of 2 posts and the reassignment of 2 posts, as summarized in paragraphs 128 and 129 below.

128. The following posts are proposed for redeployment:

(a) A Finance and Budget Officer (P-3) post from the Memorandum and Claims Management Section of the Field Budget and Finance Division, in order to provide support in connection with the integrated resources framework, which is one of the pillars of the global field support strategy (A/65/761, para. 239);

(b) An Administrative Assistant (General Service (Other level)) post from the Logistics and Administration Unit of the Information and Communications Technology Division to provide administrative support to the Team (A/65/761, para. 240).

129. The following posts are proposed for reassignment:

(a) One post (a P-4 Human Resources Officer) from the Field Personnel Operations Service of the Field Personnel Division is proposed to be reassigned to the Team as a Programme Officer (P-4) post, the incumbent of which would be responsible for the development, implementation and evaluation of a quality assurance and performance management/governance framework, including assessment of the impact on programme delivery during implementation, among other functions (see A/65/761, para. 241);

(b) One post (a P-4 Engineer) from the Engineering Section of the Logistics Support Division is proposed to be reassigned as a Programme Officer (P-4) post, the incumbent of which would be responsible for development and implementation of an internal/external communications plan in support of the implementation of the strategy (see A/65/761, para. 242).

130. **The Advisory Committee has no objection to the proposed redeployments and reassignments. The Committee's observations and recommendations in connection with the global field support strategy are contained in its report on cross-cutting issues (see A/65/743, sect. III.D).**

Non-post resources

131. The resources indicated for general temporary assistance in the amount of $805,700 would provide funding for 4 continuing positions. The variance of $126,800 reflects the costing parameters applied to continuing positions approved in the context of the 2010/11 budget. The 4 positions requested to be continued are as follows:

(a) A Team Leader (D-1) position, the incumbent of which manages and coordinates the implementation of the proposed global field support strategy and leads the Programme Implementation Coordination Team (see A/65/761, paras. 251-253);

(b) Three positions are requested to continue for the support for AMISOM Headquarters Team, which consists of a Senior Support Officer (P-5), a Planning Officer (P-4) and an Administrative Assistant (General Service (Other level)), transferred from the United Nations support for AMISOM budget to the support account budget in the 2010/11 period (A/65/761, paras. 245-250). The Team assists senior management with the strategic planning, policy guidance and implementation of all aspects of the support for AMISOM mandate and ensures a comprehensive United Nations approach and implementation of integrated operational objectives by all departments and other entities providing support to AMISOM.

The Advisory Committee recommends acceptance of the general temporary assistance funding for the Team Leader (D-1) post of the Programme Implementation and Coordination Team and the support for AMISOM Headquarters Team (1 P-5, 1 P-4, 1 General Service (Other level)) for 2011/12. As indicated in paragraph 103 above, the Committee reiterates the need to review all activities in connection with the support for AMISOM and to explore every opportunity for consolidation and streamlining. The Secretary-General should report thereon in the context of the 2012/13 support account budget.

(ii) Field Budget and Finance Division

132. The resources proposed for the Field Budget and Finance Division amount to $10,894,800, reflecting a decrease of $2,738,000 compared with the resources approved for 2010/11. The reduction mostly relates to the decreases in the requirements for other supplies, services and equipment ($1,549,100) and official travel ($532,200), owing to the reduction in connection with the servicing and travel of the contingent-owned equipment working group, which met in January/February 2011. The decrease of $656,700 in the requirements for posts reflects lower standard salary costs, as well as the proposed outward redeployment of 2 posts.

Posts

133. The resources proposed in the amount of $10,610,700 (a decrease of $656,700) provide for the related costs of 75 continuing posts, reflecting lower standard salary costs and the outward redeployment of 2 posts (see paras. 136 and 138 below).

134. The Advisory Committee was informed that the Division is being reorganized in order to more efficiently deliver on its expanded programme of work, thus aligning its resources with structures better geared to deliver on priorities. Several internal redeployments are therefore proposed and are described below. The Committee recalls that the Division currently consists of three entities, namely, the

Office of the Director (which includes the Field Finance Procedures Management Unit and the Field Support Unit), the Budget and Performance Reporting Service and the Memorandum of Understanding and Claims Management Section.

135. The two units in the Office of the Director are proposed to be discontinued. The Field Finance Procedures Management Unit, which was established to support the work of the Division, including with cross-cutting issues in finance and management, includes 7 posts (2 P-4, 2 P-3, 3 General Service (Other level)). Five posts are proposed to be redeployed to the Office of the Director to strengthen the support for the services/section of the Division, including project management and administration of staff, as follows: an Administrative Management Officer (P-4) post, 2 Administrative Officer (P-3) posts, 1 Finance Assistant (General Service (Other level)) post and 1 Team Assistant (General Service (Other level)) post. Two other posts, 1 Finance Officer (P-4) post and 1 Finance Assistant (General Service (Other level)) post, are proposed to be redeployed to the Budget and Performance Reporting Service to strengthen the capacity in budget development and performance analysis.

136. The Field System Support Unit, which provides technical software and process support to key field finance information technology systems, including the general ledger and payroll applications, includes 6 posts (1 P-4, 2 P-3, 1 P-2, 2 General Service (Other level)). It is proposed that 5 posts be redeployed to the Capacity Development Section in the Budget and Performance Reporting Service: a Chief (P-4) post, a System Analyst (P-3) post, an Associate Analyst (P-2) post, a Computer Information Systems Assistant (General Service (Other level)) post and an Information Management Assistant (General Service (Other level)) post (A/65/761, para. 267). As indicated in the report, the information technology functions will remain unchanged, but the staff will focus its support on implementation of the enterprise resource planning project and IPSAS. It is proposed that the remaining Programmer Analyst (P-3) post be redeployed to the Office of the Chief of the Communications and Information Technology Services at the United Nations Logistics Base in line with the first phase of the reprofiling exercise indicated in paragraph 123 above (A/65/761, para. 268).

137. The Budget and Performance Reporting Service currently comprises 40 support account posts (1 D-1, 2 P-5, 8 P-4, 10 P-3, 1 P-2, 2 General Service (Principal level), 16 General Service (Other level)) and is organized in three sections (Africa Section, Asia and Middle Eastern Territories and Europe and Latin America Section, and the Special Political Mission Section). As indicated in the Secretary-General's report, it is proposed to adopt a new organization, no longer governed by geographical location or funding source and legislative models, which would comprise three sections: a policy guidance and coordination section, a strategic resourcing section and a capacity development section. Although all sections will continue to provide support to field operations, focus will be strengthened on priorities within those key themes. Taking into account the proposed redeployments and existing posts, total staffing of the Service will include 47 posts, as follows:

(a) The policy guidance and coordination section, which would comprise 12 posts (1 P-5, 2 P-4, 3 P-3, 1 General Service (Principal level) and 5 General Service (Other level)), will coordinate support to the legislative and oversight process; ensure development and application of budgetary and finance requirements and initiatives cutting across all field operations focusing on priorities and efficiencies; and develop and implement a funding arrangement for the Global Service Centre at the United Nations Logistics Base, in the context of the global field support strategy;

(b) The strategic resourcing section, comprising 14 posts (4 P-4, 3 P-3, 1 P-2, 1 General Service (Principal level) and 5 General Service (Other level)), will perform detailed analytical reviews of the resourcing of each mission, establish benchmarks, efficiencies and alignment of resourcing with operational priorities; as well as provide leadership or input to projects such as the standard funding model, part of the implementation of the global field support strategy;

(c) The capacity development section, comprising 19 posts (1 P-5, 4 P-4, 5 P-3, 1 P-2 and 8 General Service (Other level)), will focus on providing support to the field recruitment process, including rostering; support the development and expansion of budgetary and finance training, as well as the analysis of field operational practices in the implementation of the enterprise resource planning system and IPSAS.

138. The Committee notes that the Memorandum and Claims Management Section would remain unchanged. As indicated in paragraph 128 (a) above, it is proposed that 1 Finance and Budget Officer (P-3) post be redeployed to support the Programme Implementation Coordination Team in the Office of the Under-Secretary-General (A/65/761, para. 273).

139. **The Advisory Committee recommends acceptance of structural adjustments and reorganization of the Field Budget and Finance Division, and the internal redeployments proposed in support of the priorities and themes identified. The Committee requests that information be provided in the next budget submission on how the reorganization has contributed to a better delivery of the programme of work of the Division.**

140. **The Advisory Committee also recommends acceptance of the proposed redeployment of the Finance and Budget Officer (P-3) post to the Programme Implementation Coordination Team in the Office of the Under-Secretary-General (see para. 138 above) and of the Programmer Analyst (P-3) post proposed to be redeployed to the Office of the Chief of the Communications and Information Technology Services at the United Nations Logistics Base (see para. 136 above).**

(iii) Field Personnel Division

141. The resources proposed in the amount of $17,702,400 reflect a decrease of $982,400 or 5.3 per cent compared with the resources approved for 2010/11. The decrease is mostly due to reduced requirements for posts ($828,900) and a net decrease in non-post resources ($153,500).

Posts

142. The proposed resources for posts in the amount of $14,554,300 would cover the related costs of 113 continuing posts. The reduction of $828,900, or 5.4 per cent, relates to lower standard salary costs as well as the reduction of 3 posts.

143. As indicated in paragraph 129 (a) above, a Human Resources Officer (P-4) post from the Field Personnel Operations Service would be reassigned to the Programme Implementation Coordination Team in the Office of the Under-Secretary-General as Programme Officer to support the implementation of the global field support strategy (A/65/761, para. 281). **The Advisory Committee has no objection to the reassignment of the post.**

144. It is proposed that 2 Human Resources (General Service (Other level)) posts be redeployed from the Field Operations Service to the Field Central Review Board at the United Nations Logistics Base in order to process education grants (A/65/761, para. 280). The report indicates that the redeployment would allow for better delivery of service, closer to the missions, and would increase efficiency in responding to clients' demands. The post and non-post resources would therefore be transferred to the budget of the Logistics Base (see also para. 123 above). The Advisory Committee has also addressed this proposal in the context of the budget of the United Nations Logistics Base (see A/65/743/Add.12). **The Committee recommends acceptance of the redeployment of the 2 posts to the United Nations Logistics Base (see also para. 124 above).**

Non-post resources

145. The proposed non-post resources in the amount of $3,148,100 reflect a net decrease of $153,500 compared with the amount approved for 2010/11. The reduction in the resources proposed for other supplies, services and equipment ($275,000), compared with the amount of $300,000 approved for 2010/11, is mostly due to the discontinuation of services approved in 2010/11 to classify 9,273 national and field service posts to meet the implementation requirements of the talent management system. The Advisory Committee notes that, rather than using consultants, the classification exercise will be provided by current staffing capacity. A reduction is also indicated for general temporary assistance requirements (a decrease of $87,600). The resources proposed in the amount of $2,522,800 would cover the costs related to the continuation of 17 general temporary assistance positions requested, as follows:

(a) Sixteen positions approved in 2009/10 for Human Resources Officers (12 P-3) and Human Resources Assistants (4 General Service (Other level)) in the Recruitment, Outreach and Career Development Section, in order to continue the work initiated in 2009/10 for establishing pre-screened and vetted rosters of qualified candidates from which field missions can select candidates to rapidly fill their vacancies (see A/65/761, paras. 284-287). The report indicates that the capacity is aligned with the distribution of the workload of the occupational group managers and that the additional workload requirements relate to the provisions contained in ST/AI/2010/3 on the staff selection system;

(b) The continuation of a Human Resources Officer (P-3) position for the Quality Assurance and Information Management Section, in support of the growth trend in the caseload generated from the new administration of justice system (an increase from 367 cases in 2009 to 615 projected for 2011) (see A/65/761, para. 292).

The Advisory Committee recommends acceptance of the continuation of the funding of the 17 general temporary assistance positions approved for the Recruitment, Outreach and Career Development Section (12 P-3, 4 General Service (Other level)) and the Quality Assurance and Information Management

Section (1 P-3). The Committee reiterates its view that general temporary assistance capacity should not be retained on an ongoing basis. It therefore recommends that, given the magnitude of the capacity, the continued need be revised in the context of the support account budget for 2012/13. The Advisory Committee has also referred to the rostering exercise in its report on cross-cutting issues (A/65/743) and paragraph 32 above. The Committee expects tangible results in lowering the vacancy rates in peacekeeping missions and in reducing the time taken to recruit staff.

146. Resources amounting to $226,100 (an increase of $206,100) are proposed in relation to consultants. The services sought, which are described in paragraphs 294 to 299 of the report of the Secretary-General, include the updating of the contents of the e-learning modules/certification programmes related to revised staff rules and regulations in the areas of administration of entitlements and benefits, recruitment and selection, dispute resolution, monitoring and performance management, for which funding was previously provided from extrabudgetary resources but is no longer available ($40,800); ongoing technical support and maintenance of Nucleus, a legacy system for the recruitment, selection and bringing on-board of staff in the field until completion of the transition to Inspira and deployment of Umoja ($52,300); and the development of mechanisms and tools to perform analytical functions required in workforce planning in field missions, which is a department-specific operational need ($133,000). **The Advisory Committee is of the view that the development of the mechanisms to perform analytical functions in workforce planning in field missions should be developed in-house, utilizing existing knowledge and capacity within the Office of Human Resources Management. The Advisory Committee therefore recommends that the resources proposed for consultants be reduced by an amount of $133,000.**

(iv) *Logistics Support Division*

147. Resources amounting to $24,257,800 are proposed for 2011/12. The decrease of $1,565,300 (6.1 per cent) is mostly the result of reduced requirements for posts ($1,584,500) and general temporary assistance ($156,700), offset by an increase in the resources proposed for consultants ($205,400).

Posts

148. The resources proposed for posts in the amount of $22,527,200 would cover the costs related to 148 continuing posts, compared with 153 posts approved for 2010/11. The decrease of $1,584,500 reflects lower standard salary costs and the reduction of 5 posts (4 redeployments and 1 reassignment).

149. It is proposed that 4 posts be redeployed to the United Nations Logistics Base at Brindisi in the context of the phased establishment and reprofiling exercise of the Global Service Centre at the Logistics Base, as indicated in paragraph 123 above, as follows:

(a) The Contracts Management Unit in the Supply Section of the Logistics Support Division is proposed to be fully integrated into the structure of the United Nations Logistics Base. The functions and related posts, a Chief of Unit (P-4) post, a Contracts Management Officer (P-3) post and an Associate Contracts Management Officer (P-2) post are proposed to be redeployed to the Logistics Service Supply Section at the Logistics Base (A/65/761, para. 311);

(b) A Transport Officer (P-4) post is proposed for redeployment from the Air Transport Section to the Strategic Air Operations Centre at the Logistics Base to perform the airfield and air terminal security standards function (A/65/761, para. 314).

The Advisory Committee recommends acceptance of the redeployment of the Contracts Management Unit and the related 3 posts (1 P-4, 1 P-3 and 1 P-2), as well as of the Transport Officer (P-4) post from Headquarters to the Logistics Base (see also para. 124 above).

150. It is proposed that an Engineer (P-4) post from the Engineering Section be reassigned to the Programme Implementation Coordination Team in the Office of the Under-Secretary-General as Programme Officer (P-4) to support the implementation of the global field support strategy (see A/65/761, para. 315, and para. 129 (b) above). **The Advisory Committee has no objection to the reassignment of the post.**

Non-post resources

151. The resources proposed for general temporary assistance in the amount of $498,000 reflect a reduction of $156,700, in view of the proposed continuation of 3 positions, of 4 funded in 2010/11. The discontinued position relates to a Transport Officer (P-3) position, the functions of which relate to safety standards, proposed to be transferred to the United Nations Logistics Base together with the Transport Officer (P-4) post indicated in paragraph 149 (b) above (see also A/65/743/Add.12). The 3 positions included for continuation are as follows:

(a) A Water Engineer (P-3) position is proposed to be continued for policy-related water management engineer tasks for field operations, given the ongoing need for such expertise and the importance of planning for availability, supply and treatment, assessment recovery techniques and environmental action required (A/65/761, para. 319);

(b) An Asset Management Officer (P-3) position is proposed for continuation given the introduction of enterprise resource planning into the property management business process and the transition to IPSAS, requiring expertise in the management of engineering assets, and implementation of codification and classification of related assets (A/65/761, para. 322);

(c) A Boundary Analyst (P-3) position is proposed for continuation in the Cartographic Section, in light of continued workload and lack of adequate capacity, to provide technical expertise, research and analysis of geospatial data, interpretation of satellite imagery and maintenance of a boundary resources database (A/65/721, para. 325).

The Advisory Committee recommends acceptance of the continuation of the general temporary assistance funding of the 3 positions for an Asset Management Officer (P-3), a Water Engineer (P-3) and a Boundary Analyst (P-3).

152. The resources of $268,600 proposed for consultants reflect an increase of $205,400. The requirements are outlined in paragraphs 327 to 330 of the report of the Secretary-General (A/65/761). **While the Advisory Committee sees the importance of ensuring better medical support for personnel, it questions the need for expertise (three person-months) to undertake an analysis and evaluation of level III medical support ($72,200), rather than utilization of in-house capacity or capacity within the United Nations system. The Committee**

therefore recommends against its acceptance (see also para. 77 above). The resources proposed for consultants should be reduced by an amount of $72,200.

(v) *Information and Communications Technology Division*

153. The resources proposed for the Information and Communications Technology Division for 2011/12 amount to $13,535,300 (a decrease of $834,200 or 5.8 per cent compared with the resources approved for 2010/11). The decrease is primarily the result of decreases in the requirements for posts ($523,700), information technology ($372,000) and official travel ($26,000), offset by additional requirements for communications ($87,500).

Posts

154. The resources for posts ($4,729,100) provide for the related costs of 31 continuing posts. The decrease in the amount of $523,700 is related to the reduction of 3 posts proposed to be redeployed and lower standard salary costs.

155. It is proposed that 2 posts in the Field Communications and Information Technology Operations Service, a Strategic Deployment Stock Telecommunications Officer (P-4) post and an Information and Communications Technology Assistant (General Service (Other level)) post, be redeployed to the Assets Management Section of the Communications and Information Technology Service at the United Nations Logistics Base (A/65/761, paras. 337 and 338). The redeployment of the 2 posts is proposed in line with the phased establishment and reprofiling of the Global Service Centre at the Logistics Base. As indicated in the report, the redeployment of these posts and functions would consolidate all the support processes relating to strategic deployment stocks, allowing for better integration of asset holding and management subprocesses. The related post and non-post resources are therefore reflected in the budget of the United Nations Logistics Base. **The Advisory Committee recommends acceptance of the redeployment of the 2 posts proposed (see also para. 124 above).**

156. It is proposed that an Administrative Assistant (General Service (Other level)) post be redeployed from the Logistics and Administration Unit to the Programme Implementation Coordination Team in the Office of the Under-Secretary-General for Field Support (A/65/761, para. 339). As indicated in paragraph 128 (b) above, the redeployment is proposed to strengthen the capacity of the Team in the implementation of the global field support strategy. **The Advisory Committee has no objection to the redeployment of the Administrative Assistant post proposed.**

Non-post resources

157. The non-post resources proposed amount to $8,806,200 (a decrease of $310,500 or 3.4 per cent). The resources proposed for information technology in the amount of $7,945,300 reflect a decrease of $372,000 or 4.5 per cent, compared with the resources approved for 2010/11. The Committee notes that the variance reflects the change in requirements associated with the stage of development or implementation of previously approved projects in peacekeeping operations and the contractual rates for ongoing support services.

158. Of the total resources proposed for information technology, an amount of $176,000 relates to the acquisition of specialized information technology equipment,

$100,000 relate to spare parts and supplies, $350,000 relate to software and applications, $304,700 relate to software licenses and fees and $7,014,600 relate to contractual services. As regards contractual services, paragraphs 353 to 359 of the report of the Secretary-General (A/65/761) provide information on the resources required to support the ongoing core functions of technical support for the Departments of Peacekeeping Operations and Field Support to allow for the exchange of information between Headquarters and the field. Paragraphs 360 to 371 describe the initiatives that constitute information management priorities and the specific needs of the Departments of Peacekeeping Operations and Field Support, and have been reviewed by the Department's Information Management Committee and the Expanded Senior Management Team, as well as the Office of Information and Communications Technology.

159. The increase in the resources proposed for communications ($87,500) is mostly owing to mobile office requirements, offset in part by the reduction in the costs for videoconferencing and satellite equipment that were approved for acquisition in the 2010/11 period. **The Advisory Committee recommends acceptance of the non-post resources proposed for the Information and Communications Technology Division.**

(c) Department of Management

160. The overall resources proposed for the Department of Management for the period from 1 July 2011 to 30 June 2012 amount to $129,119,300, reflecting a decrease of $5,868,400 or 4.3 per cent over the apportionment of $134,987,700 for 2010/11. The proposed budget provides for the continuation of 228 posts and the establishment of 1 new post as well as 54 temporary positions funded under general temporary assistance, of which 43 are continuing.

161. The variance reflects the combined effect of a reduction of $9.8 million in the support account share of funding of the enterprise resource planning system, offset in part by higher requirements under non-post resources, mainly for general temporary assistance ($1.4 million) and consultants ($2.9 million), in connection with the adoption of IPSAS and the implementation of the Inspira talent management system.

(i) Office of the Under-Secretary-General for Management

162. The resources proposed for the Office of the Under-Secretary-General for Management amount to $81,204,400, reflecting a decrease of $9,063,700, or 10.0 per cent compared with the resources approved for 2010/11. The decrease is essentially due to lower requirements for the support account share of the enterprise resource planning system, pursuant to General Assembly resolution 64/243, and based on the estimates presented in the Secretary-General's second progress report on the enterprise resource planning project (A/65/389).

Posts

Management Evaluation Unit

163. It is proposed that 1 P-3 post for a Legal Officer in the Management Evaluation Unit be established to supplement the current staffing establishment of 7 posts funded under the regular budget (1 P-5, 2 P-4, 3 General Service (Other

level) and 1 temporary position at the P-4 level). This is a resubmission of a request made in the financial period 2010/11 for 2 P-3 Legal Officer posts. The Advisory Committee recalls that it had recommended approval of 1 of the 2 P-3 Legal Officer posts proposed, to address the immediate workload requirements of the Unit and avoid accumulation of backlogs.

164. In paragraphs 382 to 389 of his report (A/65/761), the Secretary-General provides data showing the activity of the Management Evaluation Unit and also presents other arguments in support of his proposal. From the data presented in the table in paragraph 383, the Advisory Committee notes that, of the 609 cases submitted to the Management Evaluation Unit in the 18-month period from its inception on 1 July 2009 to 31 December 2010, 428 were presented during the first year, from 1 July 2009 to 30 June 2010, and 181 during the first six months of the second year, from 1 July 2010 to 31 December 2010. The Secretary-General indicates that, while the overall number of cases submitted to the Management Evaluation Unit ceased increasing during the current period, the percentage of cases received from staff members serving in peacekeeping missions increased. Furthermore, he indicates that the Management Evaluation Unit expects a 15 per cent increase in the number of cases to be submitted by peacekeeping personnel during the period from 1 July 2011 to 30 June 2012, which would bring the overall proportion of cases from peacekeeping operations to 25 per cent of the total workload.

165. The Secretary-General further states that completion of field-based management evaluation cases within the statutory 45 days mandated by the General Assembly presents additional challenges arising from: the extensive consultations required to conduct the management evaluation of cases in the field; the difference in time zones between Headquarters and the missions; as well as delays in engaging consultations between the concerned parties owing to absences for rest and recuperation breaks and scheduled annual leave. As indicated in paragraph 384 of the budget document, the Secretary-General is proposing that 1 P-3 Legal Officer post be funded by the support account in light of the fact that staff members in peacekeeping operations constitute the single largest group submitting management evaluation requests, as well as the special challenges encountered in completing management evaluations for peacekeeping staff.

166. In its previous report (A/64/753, para. 116), the Advisory Committee expressed its view that further expansion of the Management Evaluation Unit should be based on an assessment of the longer-term patterns of activity of the Unit, as well as the impact of the work of the Unit, which should lead to the early identification of systemic issues, improved management practices and a lowering of the number of contested management decisions. **The Committee takes the view that it is premature to draw conclusions as to the long-term requirements for the staffing of the Unit, notwithstanding the stabilization in the overall number of cases submitted during the current reporting period (A/65/761 para. 384; see also para. 164 above). With the object of avoiding creating capacity that may not be required in the long term, the Committee recommends that the functions of the P-3 Legal Officer be provided through general temporary assistance for the 12-month period from 1 July 2011 to 30 June 2012.**

Non-post resources

167. Non-post resources proposed for the Office of the Under-Secretary-General amount to $79,747,300, a decrease of $9,182,000 or 10.3 per cent over the apportionment of $88,929,300 for the preceding period. The variance is attributable to lower requirements under information technology for the support account share of the enterprise resource planning project ($9,901,800 or 17.1 per cent); facilities and infrastructure ($142,000 or 0.7 per cent) owing to non-recurring costs for new posts approved in 2010/11; and official travel ($40,400 or 18.8 per cent), owing mainly to reduced travel requirements in relation to the enterprise resource planning project. The decrease is offset in part by higher requirements under general temporary assistance ($554,300, or 183.6 per cent); communications ($83,300 or 20.9 per cent), attributable to requirements for mobile office and the proposed new posts/positions; and other supplies, services and equipment ($265,200 or 3.3 per cent).

General temporary assistance

168. The proposed requirements for general temporary assistance in the amount of $856,200 would provide for the continuation of 2 general temporary assistance positions and the establishment of 2 new positions, as well as maternity/sick leave coverage for the Department of Management, as follows:

(a) Two positions are proposed to be continued in the Headquarters Committee on Contracts and Headquarters Property Survey Board secretariat:

- One P-4 Policy Analysis and Monitoring Officer to coordinate the capacity development programme, which involves policy development, training and monitoring of the functioning of the local committees on contracts and local property survey boards (A/65/761, paras. 392 and 393)
- One Training and Analysis Assistant (General Service (Other level)) to provide support to the P-4 Policy Analysis and Monitoring Officer (A/65/761, para. 393).

The Advisory Committee recommends approval of the Secretary-General's proposals.

(b) The following 2 positions are proposed to be established in the Award Review Board, which was established in November 2009 on a 12-month pilot basis to review procurement-related cases from unsuccessful bidders and provide independent advice on the merits of the cases to the Under-Secretary-General for Management for final decision:

- One P-4 Executive Secretary of the Award Review Board, responsible for the management and proper functioning of the secretariat of the Award Review Board, and for the discharge of all its functions (A/65/761, paras. 395 and 396)
- One Research and Administrative Assistant (General Service (Other level)) in the Headquarters Committee on Contracts to support the Award Review Board (A/65/761, para. 395).

The Secretary-General indicates that on the basis of the outcome of the pilot project (A/65/761, para. 395), the volume of procurement challenge cases is expected to increase from 15 cases received (during the period November 2009 to February 2011) to 20 cases in the 2010/11 and 2011/12 periods, out of which 12 cases would require a substantive review by Award Review Board experts. **While the Advisory Committee acknowledges the requirement for the function of an Executive Secretary of the Award Review Board and for administrative support, it is of the opinion that these functions could be accommodated from within existing resources. Accordingly, the Committee recommends against approval of the 2 positions proposed for the Award Review Board.**

(c) The Secretary-General is proposing maternity/sick leave coverage for the Department equivalent of 12 months for the Professional category and 12 months for the General Service category. **The Advisory Committee recommends approval of the general temporary assistance funding proposed for this purpose.**

(ii) *Office of Programme Planning, Budget and Accounts*

169. The resources proposed for the Office amount to $20,974,000, an increase of $2,762,200 (15.2 per cent) over the apportionment for 2010/11. The variance is mainly attributable to additional requirements under general temporary assistance ($571,000 or 30.8 per cent) and consultants ($2,491,000 or 240 per cent), in relation to the adoption of IPSAS, and information technology ($101,200 or 19.1 per cent) for the upgrading of the Office's information systems and the acquisition of a new portfolio risk management tool.

Adoption of International Public Sector Accounting Standards

170. The Advisory Committee was briefed on the status of implementation of IPSAS and the timeline of activities to be accomplished in preparation for the transition to IPSAS in 2014, as well as the key challenges and risks faced by the Organization and the manner in which they were being addressed.

171. The Advisory Committee was informed that the timeline for the completion of preparatory activities in relation to the implementation of the enterprise resource planning system is driven by the following constraints: (a) the requirement to issue IPSAS-compliant financial statements three months after the close of the financial period; and (b) the need to ensure that opening balances for several categories of assets (plant, property, equipment and inventory), based on full inventory and valuation, are ready on the first day of the financial period, given that with IPSAS, expendable and non-expendable property will be integrated into the accounting system. This implies that, for missions subject to the peacekeeping budget cycle, IPSAS-compliant financial statements must be issued by 30 September 2014, three months after the end of the financial period on 30 June 2014, and opening balances for assets must be available by 1 July 2013, at the start of the period. For other United Nations offices and locations, IPSAS-compliant financial statements must be issued by 31 March 2015 and opening balances for assets must be available by 1 January 2014.

172. The Advisory Committee was informed that key challenges and risks to be managed during the preparatory phase in order to meet the target date of 2014 include the following:

Determination of IPSAS-compliant opening balances for assets

The Secretary-General indicated that this activity represented one of the most significant challenges for IPSAS implementation, particularly in peacekeeping missions. Data preparation efforts for plant, property, equipment and inventory have been prioritized and initiated. Consideration is being given to adapting the Galileo system, which was implemented in peacekeeping primarily for asset management, to support the preparation of IPSAS-compliant opening balances in order to facilitate progressive data cleansing and valuation efforts pending deployment of the enterprise resource planning system. Alternative approaches for gathering and preparing data for IPSAS opening balances are also being analysed. In addition, the Secretary-General is considering the introduction of new objects of expenditure with effect from 1 July 2011 to facilitate the recording of cost elements for the valuation of assets under IPSAS.

Change management

The Secretary-General indicated that, in addition to accounting for assets, full accrual accounting under IPSAS will impose other requirements that will impact many areas of the Organization besides finance. For example, an expense will be recognized only when there is a legal requirement to make a payment at the time of receipt of goods or services, rather than at the time of obligation, as is the case under the United Nations System Accounting Standards (UNSAS). Variances between budget performance based on obligations and actual receipt of goods and services will therefore have to be explained by programme managers, and, in all likelihood, will lead to changed practices in the management of expenditures. Given the significant change management effort related to the transition to IPSAS, and with a view to mitigating the associated risks, the Secretary-General has adopted a strategy of progressive incorporation of IPSAS requirements into the financial statements every year, to the extent allowed by existing United Nations system accounting standards and information systems (see A/65/308 and A/65/577).

Timely implementation and phased transition to the enterprise resource planning system

The roll-out of the enterprise resource planning system to all organizational units is planned to be phased over an extended period, during which the system will be running in parallel with those it replaces. The first IPSAS-compliant financial statements will be issued only after the system is fully rolled out to all organizational units. During the transition period, the enterprise resource planning system will therefore have to be capable of providing the data necessary for preparing UNSAS-compliant statements. The Advisory Committee was informed that this issue is being reviewed with the enterprise resource planning project team and that the Management Committee is overseeing progress on both projects.

External audit engagement

The Advisory Committee was informed that active engagement with the external auditors could significantly mitigate risks arising from the transition to IPSAS, such as the issuance of a qualified audit opinion on the financial statements of the Organization. To that end, the Board of Auditors is requested to review the policy papers of the Secretariat in order to provide guidance on the interpretation of IPSAS standards.

173. **The Advisory Committee notes the scale and scope of preparatory work in relation to the adoption of IPSAS at the United Nations and recognizes that**

successful transition to IPSAS will depend on effective planning and completion of the above-mentioned preparatory activities. The Committee also emphasizes that central leadership and Secretariat-wide coordination, as well as effective management and prioritization of resources, will be required to bring this project to a successful conclusion. The Committee recommends that the Secretary-General be requested to closely monitor and oversee progress in the completion of the preparatory work and to ensure readiness of the Organization for IPSAS adoption in 2014. It will revert to this matter in the context of its consideration of the next progress reports on the IPSAS and enterprise resource planning projects.

Non-post resources

174. Non-post resources proposed for the Office of Programme Planning, Budget and Accounts amount to $7,518,900, reflecting an increase of $2,973,200 (65.4 per cent) as compared with the appropriation of $4,545,700 for 2010/11. The variance is attributable to higher requirements for general temporary assistance ($571,000, or 30.8 per cent) and consultants ($2,491,900, or 240 per cent), largely in relation to IPSAS implementation. The increase is partially offset by a decrease of $221,500, or 42 per cent, under Other supplies, services and equipment.

General temporary assistance

175. The proposed requirement of $2,423,900 would provide for the continuation of 13 positions as well as the establishment of 4 new positions. It is proposed to continue the following positions:

Peacekeeping Accounts Section (5 positions)

(a) One Policy Guidance and Training Officer position (P-4) for the continuous monitoring of and provision of guidance for improving the internal controls in peacekeeping operations as well as for the provision of guidance and advice on field finance systems (see A/65/761, para. 418);

(b) One Strategic Deployment Stocks Officer position (P-4) for the accurate accounting of transactions related to strategic deployment stocks and the review and updating of related accounting guidelines (see A/65/761, para. 419);

(c) Three Finance Assistant positions (General Service (Other level)) to support the work of the section (see A/65/761, para. 421).

Health and Life Insurance Section (1 position)

One position for a Finance Assistant (General Service (Other level)) to process the increased number of staff eligible for insurance benefits following the harmonization of some 6,000 staffing contracts in July 2009 (see A/65/761, paras. 422-423).

Treasury (2 positions)

(a) One Finance Officer position (P-3) to assist in identifying banking solutions for field missions, arrange and coordinate the logistics for the transportation, storage and disbursement of cash, conduct on-site training in peacekeeping missions and in the United Nations Logistics Base at Brindisi, Italy, and to maintain all bank account information in the Treasury database (see A/65/761, paras. 430-431);

(b) One Associate Finance Officer position (P-2) in the Cashier's Section to continue to process payments for peacekeeping missions (see A/65/761, para. 432).

Financial Information Operations Service (3 positions)

(a) One Information Systems Officer position (P-4) to provide support for the information systems used by the Peacekeeping Finance Division (see A/65/761, para. 433);

(b) One Information Systems Officer position (P-2) to continue to support a variety of functions in the Investment Accounting Unit, Treasury and the Insurance Service, including maintenance of accounts, handling settlements and financial reporting (see A/65/761, para. 434);

(c) One Information Systems Assistant position (General Service (Other level)) to continue to provide assistance to the IMIS finance data team (see A/65/761, para. 435).

Peacekeeping Financing Division (2 positions)

Two Finance and Budget Officer positions (P-3) in the Peacekeeping Financing Division for the ongoing support for UNMIT and MINURCAT (see A/65/761, para. 437).

The Advisory Committee recommends approval of the Secretary-General's proposals for the continuation of the 13 general temporary assistance positions.

New positions

176. In the International Public Sector Accounting Standards Project Team, the Secretary-General is proposing to reinstate four IPSAS-related positions (2 P-4, 2 P-3) which were not continued in 2010/11, to support the change to IPSAS-compliant accounting and reporting on peacekeeping operations and meet the IPSAS implementation target date of 2014. The following positions are proposed:

(a) One IPSAS Officer position (P-4), the incumbent of which would, inter alia, develop and implement an IPSAS training plan for peacekeeping operations; enhance 11 instructor-led training modules developed for system-wide use with Secretariat-specific case studies and examples; deploy instructor-led training products and handle work related to various IPSAS policies and guidelines (see A/65/761, para. 426);

(b) One IPSAS Officer position (P-4) to support the preparation of data for asset records in peacekeeping operations and ensure readiness of IPSAS-compliant opening balances for property equipment and inventories. The incumbent will work with consultants to determine an approach and formulate a detailed plan for the subproject (see A/65/761, para. 427);

(c) One IPSAS Officer position (P-3) to conduct best practices research for the development of workflows, detailed procedures and instructions to support IPSAS-compliant accounting and reporting (see A/65/761, para. 428);

(d) One IPSAS Officer position (P-3) to support the configuration of the enterprise resource planning system, the development of the Chart of Accounts and for ensuring that the system requirements for IPSAS-compliant financial reports for peacekeeping operations are incorporated into the enterprise resource planning system design (see A/65/761, para. 429).

While recognizing that considerable preparatory work is required in relation to the transition to IPSAS, the Advisory Committee believes that it will be necessary to reprioritize activities and mobilize existing resources to meet the requirements arising from this effort. The Committee recommends approval of 1 P-4 and 2 P-3 positions for the IPSAS Project Team. It recommends that the functions of the second P-4 position be accommodated from within existing resources.

Consultants

177. The increase of $2,491,900 under consultants would bring the total proposed requirement to $3,529,000, comprising:

(a) $1.2 million for consultancies related to: (i) the validation, review and development of IPSAS policies and procedures; (ii) documentation of the IPSAS implementation strategy and transitional arrangements; and (iii) review of requests for IPSAS-based financial statements to ensure that the full scope of requirements for the production of IPSAS-compliant financial statements for peacekeeping operations are communicated to the enterprise resource planning project team (see A/65/761, para. 440);

(b) $1.79 million to engage 9 consultants for 12 months, including $177,300 for travel, to support the preparation of data for determining IPSAS-compliant opening balances for property equipment and inventories (see A/65/761, para. 441);

(c) $148,600 for documenting the detailed conversion of UNSAS balances to the enterprise resource planning system (see A/65/761, para. 442);

(d) $403,500 to engage 2 consultants for 12 months, including $18,000 for travel, to facilitate instructor-led training and maintain computer-based training modules (see A/65/761, para. 443).

On the basis of the increase in temporary assistance recommended above, the Advisory Committee is of the opinion that some of these functions could be carried out using in-house expertise. Accordingly, the Committee recommends that the level of resources for consultants be reduced to provide for 7 consultants instead of 9 to support the preparation of data for determining IPSAS-compliant opening balances for property equipment and inventories.

Information technology

178. Total estimated requirements for information technology amount to $921,100, reflecting an increase of $147,700, or 19.1 per cent, over the apportionment for 2010/11. The Advisory Committee was informed that the increased requirements are related to the standard upgrade of systems (fund monitoring tool, Operations Processing Integrated Control System); the service level agreement with the Office of Information and Communications Technology for information technology systems used by Treasury (Operations Processing Integrated Control System, Sybase and

Society for Worldwide Interbank Financial Telecommunication); and the acquisition of the Bloomberg Asset and Investment Manager application. **The Advisory Committee recommends acceptance of the Secretary-General's proposal.**

(iii) *Office of Human Resources Management*

179. The resources proposed by the Secretary-General for the Office of Human Resources Management amount to $11,796,100, an increase of $305,600, or 2.7 per cent, over the apportionment of $11,490,500 for 2010/11. The increase is owing to additional requirements under information technology related to the continued implementation of the talent management system and its electronic support tool, Inspira, offset in part by reduced requirements under all other categories of expenditure.

Talent management system

180. The Advisory Committee recalls that the Inspira talent management system was introduced on 1 March 2010. The system was to be deployed progressively, module by module, at Headquarters, offices away from Headquarters and some field missions. At that time, it was expected that the recruitment, learning and performance management modules would be fully deployed by April 2011 (see A/64/753, para. 132).

181. As indicated by the Secretary-General in paragraph 498 of his report (A/65/761), deployment of Inspira began in April 2010 with the launch of the initial staffing module (i.e., the posting of jobs for non-field locations) and an e-performance pilot. Since then, over 1,100 jobs have been posted, over 140,000 external users have been registered, and over 120,000 applications have been submitted. In his report, however, the Secretary-General also indicates that, in the light of the difficulties experienced by Inspira users, the Office of Human Resources Management has had to focus its 2010/11 resources on stabilizing and enhancing the existing modules before deploying any additional ones (i.e., the posting of vacancies for jobs in the field, the full version of the e-performance pilot, and e-learning), meaning that the original roll-out timetable has been delayed.

182. Upon enquiry, the Advisory Committee was informed that the principal complaints from users were that Inspira did not provide sufficient clarity in terms of policies and processes, that the training and guidance provided was inadequate, and that the system was not user friendly. The Committee was further informed that the stabilization efforts were expected to be completed in late 2011, at which point resources would be refocused on developing and rolling out the remaining modules. As indicated above, the budgetary implications of the delayed implementation of Inspira relate primarily to the additional requirements under information technology for contractual services (see also paras. 191-192 below).

183. **The Advisory Committee recognizes that the roll-out of Inspira, a new system designed to support approximately 44,000 staff at Headquarters and in the field, is a complex project that involves a number of human resources talent management processes, the migration of data from existing systems, significant configuration work, technical and user testing, connectivity challenges, evolving policies and large-scale training and communications efforts. However, in view of the difficulties experienced by users, it appears to the Committee that the planning and preparatory work undertaken by the Office of Human Resources**

Management prior to the roll-out of the system was inadequate. The Committee urges the Secretary-General to ensure that the shortcomings identified are rectified as soon as possible and to provide updated information on progress achieved, as well as lessons learned, to the General Assembly at its sixty-sixth session.

184. In this connection, the Advisory Committee recalls the provisions of General Assembly resolution 65/247, in which the Assembly requested the Secretary-General to ensure the effective roll-out of Inspira with a view to filling positions in field missions without further delay. The Committee trusts that the Office of Human Resources Management is taking all necessary steps to ensure that the delayed implementation of the remaining modules, in particular the module relating to the posting of positions in field missions, will not have an adverse effect on the ability of the Organization to manage human resources in the field.

Non-post resources

185. Non-post resources proposed for the Office of Human Resources Management amount to $5,112,600, an increase of $289,600, or 6 per cent, over the apportionment of $4,823,000 for the preceding period. The variance is attributable to higher requirements under information technology (an increase of $557,000, or 39.6 per cent), owing to additional contractual services required for Inspira, offset in part by lower requirements under general temporary assistance (a decrease of $218,100, or 8.3 per cent), consultants (a decrease of $10,000, or 5.9 per cent), official travel (a decrease of $31,500, or 8.2 per cent) and other supplies, services and equipment (a decrease of $39,200, or 17.3 per cent).

General temporary assistance

186. The proposed requirements of $2,419,800 would cover the continuation of 19 positions for 12 months and 1 position for 6 months, as well as the establishment of 1 new position, all funded under general temporary assistance.

187. The following positions are proposed to be continued:

Human Resources Policy Service, Administrative Law Section (2 positions)

Two positions of Legal Officer (1 P-3 and 1 P-2) to continue to address the backlog in disciplinary cases and related appeals originating from field missions that were transferred to the Office of Human Resources Management from the former joint disciplinary committees (see A/65/761, paras. 465-466). The Advisory Committee was informed that the existing capacity of the Section was augmented by a post at the P-3 level that is currently funded through the use of limited budgetary discretion. However, the functions of this post are dedicated to addressing non-peacekeeping cases, in line with the policy on the use of limited budget discretion (see General Assembly resolution 60/283). **The Advisory Committee recommends acceptance of the Secretary-General's proposals.**

Learning, Development and Human Resources Services Division, Career Support and Performance Management Section (3 positions)

(a) One Human Resources Officer position (P-3) to ensure the seamless roll-out of the enhanced performance management and development system, including the e-performance tool, and to implement mandatory performance management training for approximately 8,000 managers and supervisors in the field. The incumbent of the position would continue to serve as designated focal point for the Department of Field Support and field missions on all aspects of performance management training (see A/65/761, para. 469);

(b) One Human Resources Officer position (P-3), the incumbent of which would continue to serve as the focal point for field staff/positions selected for inclusion in the Voluntary Initiative for Network Exchange II programme. According to the Secretary-General, it is hoped that during the 2011/12 period, there will be an increase of up to 30 per cent in the number of participants in the Initiative from field missions (see A/65/761, para. 470);

(c) One Human Resources Assistant position (General Service (Other level)) to support the Human Resources Officer referred to above on all matters related to the application and selection processes for the Voluntary Initiative for Network Exchange II (see A/65/761, para. 470).

The Advisory Committee recommends acceptance of the Secretary-General's proposals. With reference to the mandatory performance management training for managers and supervisors in the field, the Committee takes the view that, in future submissions, the costs of this activity should be more clearly described and differentiated from those of similar activities funded under the regular budget.

Human Resources Information Systems Section (14 positions)

(a) One Data Warehouse Project Manager position (P-4), the incumbent of which would continue to be responsible for the overall implementation of the data warehouse project, which consists of the development of a fully integrated and automated data warehouse that should provide all users with a single, authoritative data source for analytical, transactional and strategic reporting (see A/65/761, paras. 473-474);

(b) One IMIS Helpdesk Assistant position (General Service (Other level)) to continue to respond to IMIS support requests, over 25 per cent of which relate to the field (see A/65/761, paras. 475-476);

(c) One position of Chief, Inspira Support Centre (P-4) in Bangkok to continue to oversee the Centre and to provide key services, including maintaining and troubleshooting the Inspira application; resolving first- and second-level service calls and escalating third-level calls to external parties; authoring Inspira operating level agreements with external parties; executing periodic upgrades; and measuring and reporting on the system's availability (see A/65/761, para. 479);

(d) One Development and Production Support Analyst position (P-3) to continue to maintain and troubleshoot the Inspira application in the production environment (see A/65/761, para. 481);

(e) One Associate Application Support Officer position (P-2) to continue to be responsible for providing application support for Inspira, including configuration, reporting, upgrades, user management and workflow development (see A/65/761, para. 482);

(f) One Database Administrator position (General Service (Other level)) to continue to ensure availability, backup and recovery of data and to resolve database issues (see A/65/761, para. 483);

(g) One Administrative Assistant position (General Service (Other level)) to continue to be responsible for providing administrative support to the Chief of the Centre (see A/65/761, para. 484);

(h) Seven Customer Support Representative positions (1 General Service (Principal level) and 6 General Service (Other level)) to continue to manage and provide tier-1 customer support from the off-site location in Bangkok (see A/65/761, para. 485).

The Advisory Committee recommends acceptance of the Secretary-General's proposals.

Strategic Planning and Staffing Division (1 position for 6 months)

One position of Human Resources Officer (P-4) is proposed, for a period of six months, to provide continued support for the implementation of Inspira in peacekeeping operations, including through serving as the focal point for recruitment in the field for the national competitive recruitment examination process (see A/65/761, paras. 486-487). The Advisory Committee recommends acceptance of the Secretary-General's proposal.

188. In the Human Resources Information Systems Section, the Secretary-General is also proposing the establishment of one new position at the P-4 level, to be funded under general temporary assistance, for an Inspira Helpdesk Manager at the Inspira Support Centre in Bangkok. The incumbent of the position would provide additional capacity to manage the tier-1 helpdesk and to plan and organize the development, maintenance and support deliverables for each of the roll-outs and enhancements of Inspira. The Secretary-General indicates that an existing position of Career Portal Analyst (P-3) is proposed to be discontinued to offset the creation of the new position at the P-4 level (see A/65/761, para. 480). The Advisory Committee recognizes the need for additional capacity to manage the roll-out and stabilization of Inspira and, in particular, to deal with requests for support from users. However, the Committee is of the view that the required capacity should be created on a cost-neutral basis by establishing the new position at the same level as the position that is proposed to be discontinued, namely P-3. The Committee therefore recommends approval of general temporary assistance funding equivalent to one position at the P-3 level for an Inspira Helpdesk Manager.

Consultants

189. As indicated by the Secretary-General in paragraphs 489 to 491 of his report, total estimated resource requirements for consultants for the Office of Human Resources Management amount to $159,000, a decrease of $10,000, or 5.9 per cent, as compared with the apportionment for the 2010/11 period. Of that amount,

$144,000 would be required for 12 person-months of services to further develop the data warehouse for human resources information management. The funds would be used for the technical development of integration frameworks between the data warehouse and other information technology systems, including Inspira, IMIS, Galaxy and Nucleus. The remaining $15,000 would cover the engagement of a psychologist or related specialist for one month to develop a training workshop for resilience building for staff preparing to go on mission, staff currently serving in field missions and families left behind. The consultant would facilitate the initial training of trainers, who would then continue to implement the programme.

190. In paragraph 187 above, the Advisory Committee recommended approval of the continuation of a position of Data Warehouse Project Manager at the P-4 level, funded under general temporary assistance. **The Committee considers that any additional technical capacity required for the development of the data warehouse should be provided in-house by the Office of Information and Communications Technology. The Committee therefore recommends against the provision of $144,000 for consultants for the data warehouse project.**

Information technology

191. Total estimated requirements for information technology amount to $1,963,800, an increase of $557,000, or 39.6 per cent, over the apportionment for the 2010/11 period. According to the Secretary-General, that amount would cover the cost of the proprietary software (PeopleSoft) used for Inspira ($84,500), as well as the requirements for contractual support, for the maintenance of and licence for the PeopleSoft package and for disaster recovery for talent management ($1,879,300).

192. As indicated by the Secretary-General in paragraph 498 of his report, an amount of $526,500 would be needed for additional contractual services for Inspira, owing to the delayed roll-out of additional modules (see para. 181 above). Those resources, which would provide for six months of services by an operations lead, 12 months of services by a data management expert and 12 months of services by a project manager, would be used for the development of those additional modules, as well as for the maintenance and support of the modules that have already been rolled out. The resources would also cover data migration from existing systems (such as Galaxy and Nucleus) and reporting, as well as project management services, for the phases of requirement definition, development, technical and user testing, training and deployment. **The Advisory Committee recommends acceptance of the Secretary-General's proposal.**

(iv) *Office of Central Support Services*

193. Total resources proposed for the Office of Central Support Services amount to $15,144,800, reflecting an increase of $221,300 (or 1.5 per cent) over the apportionment for 2010/11. The increase reflects the combined effect of higher requirements for general temporary assistance ($542,500) and consultants ($461,500), offset by reduced requirements for posts ($353,400) and other supplies, services and equipment ($425,900).

Non-post resources

194. Non-post resources proposed for the Office of Central Support Services amount to $3,880,400, reflecting a net increase of $574,700 (17.4 per cent) as

compared with the apportionment for 2010/11. The variance is owing to additional requirements under general temporary assistance ($542,500, or 46 per cent) in relation to the proposed establishment of four temporary positions and the need to engage consultants ($461,500, or some 560 per cent). The increase is offset by reduced requirements for other supplies, services and equipment ($425,900).

General temporary assistance

195. The proposed requirement of $1,722,400 would provide for the continuation of 9 positions and the establishment of 4 new positions. The following positions are proposed to be continued:

(a) One Administrative Officer position (P-3) in the Office of the Assistant Secretary-General to continue to assist in reviewing and monitoring of the use of delegations of authority (see A/65/761, paras. 509-511);

(b) Three Procurement Assistant positions (General Service (Other level)) in the Vendor Registration and Management Team of the Procurement Division to continue to review vendor records, cleanse and enter data into IMIS in preparation of migration to the enterprise resource planning system (see A/65/761, para. 514);

(c) One Procurement Officer position (P-3) in the Vehicles Team of the Peacekeeping Procurement Section to continue to support the establishment of new systems contracts, manage existing contracts and process requisitions for vehicles (see A/65/761, para. 515);

(d) One Procurement Officer position (P-3) in the Engineering Support Team of the Peacekeeping Procurement Section to handle seven global systems contracts for water treatment with an estimated contract value of $120 million (see A/65/761, para. 516);

(e) One P-3 Procurement Officer position (P-3) in the Strategic Movements Team, Logistics and Transportation Section, to process procurement requirements for sea and air transportation, which are expected to increase by some 20 per cent owing to the restructuring of MONUSCO, growth of support to AMISOM and requirements for UNAMID (see A/65/761, para. 519);

(f) One Office Space Planning Officer position (P-3) in the Facilities Management Service, Facilities and Commercial Services Division, responsible for office space planning and project management issues relating to peacekeeping support activities (see A/65/761, para. 523);

(g) One Associate Information Management Officer position (P-2) in the Archives and Records Management Section, Facilities and Commercial Services Division, to process, catalogue and make records available to peacekeeping missions (see A/65/761, para. 525).

The Advisory Committee recommends acceptance of the Secretary-General's proposals for the continuation of the nine temporary positions.

New positions

196. It is proposed to establish one Procurement Officer position (P-3) in the Vendor Registration and Management Team of the Procurement Division to register vendors requiring an in-depth review (see A/65/761, para. 513). From the data

provided in paragraph 512 of the budget document, the Advisory Committee notes that the number of vendor applications in process grew from approximately 1,000 on 1 January 2009 to over 2,500 in December 2010. **The Advisory Committee recommends approval of the Secretary-General's proposal. It expects that the additional capacity will lead to clearance of the backlog of pending cases.**

197. In the Field Supply Team of the Peacekeeping Procurement Section, it is proposed to establish one Procurement Officer position (P-3) to provide additional capacity as the workload of the team is expected to increase during the next budget year owing to the need to replace some of the existing food rations contracts and issue 12 new solicitations. The incumbent of the position would also review procurement actions initiated by peacekeeping missions, assist field procurement staff in resolving contractual issues and managing local procurement activities in the area of food rations more efficiently, and respond to requests for local procurement authority (see A/65/761, para. 518). **The Committee recommends acceptance of the additional position at the P-3 level for the Field Supply Team. It expects that the additional capacity will lead to improvements in the procurement process.**

198. It is proposed to establish one Procurement Officer position at the P-3 level in the Communications and Information Technology Support Team of the Corporate and Information Technology Procurement Section. The incumbent of the position would be responsible for solicitations for new high-frequency radios and microwave systems contracts, as well as to strengthen the capacity of the support team (see A/65/761, paras. 521-522). **In view of the existing capacity of the Corporate and Information Technology Procurement Section, the Advisory Committee recommends against approval of the Secretary-General's proposal.**

199. It is proposed to establish one Records Management Assistant position (General Service (Other level)) in the Archives and Records Management Section of the Facilities and Commercial Services Division to process, catalogue and make available to peacekeeping missions the records that have been transferred to the Section (see A 65/761, para. 526). **The Advisory Committee recommends that the requirement for a Records Management Assistant be met from within existing resources.**

Consultants

200. The requirements for consultants amount to $544,000, reflecting an increase of $461,500 (560 per cent), as compared with the apportionment of $82,500 in 2010/11. A summary of the consultancy requirements is provided by the Secretary-General in paragraph 528 of his report (A/65/761). The Advisory Committee notes from paragraph 537 of the report that the variance is attributable in part to the transfer of requirements for the Archives and Records Management Section for archival and cataloguing services from the other supplies, services and equipment class of expenditure, including $250,000 for ongoing requirements for archival cataloguing and digitization services, as well as digital preservation of peacekeeping records stored in the commercial storage facility (see A/65/761, para. 529), and $14,000 for ongoing requirements for a consultant to assist in the processing of peacekeeping records transferred to the Section (see A/65/761, para. 530). New requirements for consultancy services (see A/65/761, paras. 531-535) relate mainly to the review of contracts related to information and communications technology in

support of field missions ($178,000), and a number of other consultancies, including: the engagement of two IATA consultants for training on air charter ($40,000); the revision of the procurement manual for changes related to the enterprise resource planning system ($30,000); and the engagement of a food rations expert to advise on price negotiations ($12,000).

201. **The Advisory Committee considers that some of the activities envisaged could be conducted in-house, with the involvement of outside experts and consultants to provide guidance on best practices and hands-on experience in certain areas. It therefore recommends that the overall proposed requirement for consultants be reduced by 10 per cent.**

(d) Office of Internal Oversight Services

202. The support account resources proposed for 2011/12 of $26,073,700 reflect an increase of $1,062,100 (or 4.2 per cent) compared with the resources approved for 2010/11. The increase relates to additional requirements for posts ($439,600) and for non-post resources ($622,500).

203. The Advisory Committee notes that the Independent Audit Advisory Committee, in accordance with subparagraphs (c) and (d) of paragraph 2 of its terms of reference (see General Assembly resolution 61/275, annex), reviewed the workplan of the Office of Internal Oversight Services (OIOS) and its budget proposal for the period from 1 July 2011 to 30 June 2012. The Advisory Committee held a meeting with the Chairman of the Independent Audit Advisory Committee on 22 March 2011 and exchanged views on the latter's comments and recommendations regarding OIOS, as contained in its report (A/65/734).

204. The Advisory Committee recalls that the Independent Audit Advisory Committee had previously pointed out that the reliance by OIOS on inherent risk only for work planning provided an overly conservative approach on the level of risks in an organization. It had recommended a systematic assessment of residual risk in order to better assess the overall level of resources allocated to OIOS and enhance the determination of audits, within the available level of resources. In its report last year, the Independent Audit Advisory Committee acknowledged the efforts being made to modify the risk assessment framework to assess residual risk (see A/64/652, paras. 17-18). In its recent report, the Independent Audit Advisory Committee now recognizes that OIOS has embarked on auditing the key controls that are in place so as to facilitate the identification of the residual risk (A/65/734, para. 18). However, the Advisory Committee takes note of the recommendation of the Independent Audit Advisory Committee that, in order to avoid confusion among stakeholders, OIOS and management coordinate so as to align the risk-based audit planning process of OIOS with the enterprise risk management framework being developed by the Administration.

205. **The Advisory Committee welcomes the progress noted in the implementation of recommendations of the Independent Audit Advisory Committee, most significantly, the change in the audit work-planning process for 2010/11 in reviewing the planning assumptions and estimates of requirements of OIOS, and the consultation with management at the beginning and end of the planning process. The Committee also encourages OIOS to continue holding annual work-planning meetings with the Board of Auditors and the Joint**

Inspection Unit, in addition to the regular coordination and cooperation efforts among the oversight bodies.

Posts

206. The proposed post resources in the amount of $15,000,600 (an increase of $439,600 over the resources approved for 2010/11), provide for a total of 98 continuing support account posts. The increase is related mostly to increased mission-specific standard salary costs, applied to 73 continuing posts in field operations, offset by the abolishment of 4 posts (see para. 207 below) and reduced standard salary costs of 25 continuing posts at Headquarters.

Internal Audit Division and pool of Resident Auditors

207. Current support account staffing includes a total of 93 posts, of which 18 are in New York (1 D-1, 2 P-5, 7 P-4, 4 P-3, 4 General Service (Other level)) and a pool of 75 Resident Auditors (10 P-5, 25 P-4, 19 P-3, 16 Field Service, 5 national General Service) in peacekeeping missions. The Advisory Committee notes from the report of the Secretary-General that the Resident Audit Office in MINURCAT, the mandate of which expired on 31 December 2010, included four posts (1 P-5, 1 P-4, 1 P-3, 1 Field Service) that are no longer needed. Also, the Resident Audit Office in UNMIK, which is proposed to be closed in view of the downsizing of the operations of the Mission and the proposed future coverage of its activities from New York on the basis of risk assessment, includes three posts (1 P-5, 1 P-4, 1 national General Service). Taking this into account, the staffing changes proposed for 2011/12 for the Internal Audit Division include the abolishment of 4 posts: 3 in MINURCAT (1 P-4 Resident Auditor, 1 P-3 Resident Auditor, 1 Field Service Audit Assistant) and 1 in UNMIK (national General Service Audit Assistant) (see A/65/761, paras. 552-553).

208. It is proposed that three posts, Chief Resident Auditor (P-5) in MINURCAT, a Resident Auditor (P-4) in UNMIK and an Audit Assistant (Field Service) from MONUSCO be redeployed to the Regional Service Centre at Entebbe, Uganda, to oversee the audit workplan at the Regional Service Centre and the Global Service Centre at Brindisi, Italy, focusing on the establishment and development of the service centre concept and key controls specific to their management (see A/65/761, paras. 553-555). The Advisory Committee was informed that the capacity proposed was based on risk assessment and was considered adequate for the functions. It was also based on the Centre being fully operational, taking advantage of a clear understanding of the related tasks performed and the linkages between the regional and the global service centres, as the concept evolves.

209. In its report, the Independent Audit Advisory Committee notes a significant improvement with respect to the planning assumptions and estimates for the determination of available days per auditor (see A/65/734, para. 14). The number of available audit staff-days was increased for staff at all levels. The Committee notes that the audit plan of OIOS listed planned assignments in order of priority and also included an estimate of the days required per audit. On that basis, having sufficient capacity to execute the proposed workplan, OIOS has decided to propose the abolishment of 4 of the posts indicated in paragraph 207 above, to redeploy the 3 posts indicated in paragraph 208 above, and to reassign one audit post (see para. 211 below).

210. **For the reasons provided by the Secretary-General in his report (A/65/761) and taking into account the observations of the Independent Audit Advisory Committee in paragraph 20 of its report (A/65/734), the Advisory Committee recommends acceptance of the staffing changes proposed for the Internal Audit Division, including the abolishment of the 4 posts (1 P-4, 1 P-3, 1 Field Service and 1 national General Service) and the redeployment of the 3 posts (1 P-5, 1 P-4, 1 Field Service) to the Resident Audit Office in Entebbe, indicated in paragraphs 207 and 208 above, respectively.**

Inspection and Evaluation Division

211. A Chief Resident Auditor post (P-5) at UNMIK is proposed to be reassigned to the Inspection and Evaluation Division (see para. 207 above). The Advisory Committee notes that the reassignment is intended to strengthen the capacity of the Division, which at present includes two posts (P-4) funded from the support account, thus allowing it to conduct two comprehensive evaluations on peacekeeping annually. It is indicated that during 2010/11 the Division carried out a programme evaluation of UNMIS and a thematic evaluation on the cooperation of the Departments of Peacekeeping Operations and Field Support with regional organizations. The reassignment of the post would therefore allow the Division to conduct one additional inspection of a key area at risk, for a total of three major annual outputs. **The Advisory Committee concurs with the Independent Audit Advisory Committee that the in-depth nature of evaluations conducted by OIOS add value to the better management by the Organization of peacekeeping and recommends approval of the reassignment of the P-5 post to strengthen the capacity of the Inspection and Evaluation Division.**

Investigations Division

212. The Advisory Committee recalls that the General Assembly, in its resolution 63/287, decided not to introduce the structure proposed by OIOS based on the establishment of hubs. Instead, the Assembly mandated a pilot project funded through the support account budget from 1 July 2009 to 30 June 2012. The pilot project defined a post-based structure and related budget allocations, combining centres for investigations in Nairobi, Vienna and New York and resident investigators based in seven peacekeeping missions. The Assembly also requested the Secretary-General to submit a preliminary report on the status of implementation of the pilot project during its resumed sixty-fifth session. The Board of Auditors was requested to conduct an audit of the implementation of the pilot project, without prejudice to the role of the Independent Audit Advisory Committee, and to also report at the resumed sixty-fifth session. The Committee notes that the Secretary-General has submitted his preliminary report (A/65/765). The findings and observations of the Board of Auditors are contained in its report on the financial report and audited financial statements for the period from 1 July 2009 to 30 June 2010 (A/65/5 (Vol. II), chap. II).

213. The Advisory Committee recalls that the Board of Auditors concluded that the concept of the hub structure appears to have merit in terms of cost-effectiveness, given the reduction in the volume of reported cases, but pointed to some risks that would need to be mitigated, such as the quality of investigations, if the structure is to operate efficiently. For example, the Board noted that the hub-based investigators would need to travel to a location for the purposes of specific assignments, which

does not allow for administrative or translation support otherwise available to resident investigators; or may have a lesser understanding of informal mission dynamics which could have an impact on information-gathering activities. The Board, also indicated, however, that it was constrained in reaching a conclusion as to the appropriate placement of investigators, given insufficient management data, and recommended that OIOS urgently establish the baseline and criteria for evaluation of the pilot project and a mechanism to gather the necessary data. The Advisory Committee has referred to the review by the Board of Auditors and made observations in that regard in the context of its related report (A/65/782, paras. 29-31).

214. In the preliminary report of OIOS (A/65/765), it is stated that the initial results of the project indicate an inefficient distribution of resources. However, there appear to be advantages to locating investigators in peacekeeping missions, in terms of facilitating reporting of wrongdoing and increasing investigator productivity. The report indicates that data is now being gathered which will provide better guidance for future resource planning by level, cost and location of deployment. This, however, will need to be adjusted by the new experience afforded by the project and an assessment of risk exposure. The Advisory Committee notes the information to be included in the comprehensive report that will be presented in the context of the support account budget for 2012/13, in accordance with the request in General Assembly resolution 63/287, as indicated in paragraph 28 of the preliminary assessment report. The Committee also notes that the recommendations of the Board of Auditors will be taken into account. **The Committee recommends that the General Assembly take note of the preliminary report of OIOS on the implementation of the pilot project.**

215. The Advisory Committee was informed that the vacancy rate for support account positions in the Investigations Division had decreased from an average of 46 per cent at the end of 2009 to 33 per cent in 2010. The Committee was also informed that OIOS is currently consulting with the Office of Human Resources Management on how to further improve the vacancy rates and is also discussing innovative ways to conduct mass recruitments and create rosters of qualified candidates. **The Advisory Committee has in the past expressed concern on this matter and once again stresses the importance of expediting the recruitment process in order to address the vacancy situation.**

Non-post resources

216. The proposed non-post resources in the amount of $11,073,100 reflect an increase of $622,500, which is owing mostly to additional requirements for general temporary assistance ($469,500) and official travel ($238,500), offset in part by a reduction in the requirements for information technology ($153,100).

217. The resources proposed for general temporary assistance of $8,148,900 (an increase of $469,500) provide funding for 53 continuing positions and 1 proposed new position, as well as maternity/sick leave coverage for the Office. The variance is owing to the proposed new position and increased mission-specific standard salary costs. A total of 51 positions is proposed for continuation in the Investigations Division for the pilot project approved by the General Assembly in its resolution 63/287, pending submission of the comprehensive report to be presented in the context of the support account budget for 2012/13 in addition to two positions in the Internal Audit Division that include an Information and Communications

Technology Auditor position (P-4), responsible for the implementation of the risk-based audit plans in mission operations, and a Resident Auditor position (P-4) for the United Nations Support Office for AMISOM to conduct audit assignments and assess the adequacy of internal controls (see A/65/671, paras. 559, 561 and 562).

218. A new position of Investigations Assistant (General Service (Other level)) is requested for the Professional Practices Section in the Investigations Division in New York, to strengthen the operational support capacity of the Division (see A/65/761, para. 560). The Advisory Committee recalls that this is the same request it recommended for approval in the context of the 2010/2011 budget (see A/64/753, para. 163). **The Committee has no objection to the approval of the general temporary assistance resources proposed for an Investigations Assistant (General Service (Other level)), pending the submission of the comprehensive report requested by the General Assembly in its resolution 63/287, as well as those proposed for maternity/sick leave coverage.**

219. The resources proposed for official travel in the amount of $1,603,500 reflect an increase of $238,600, or 17.5 per cent, over the resources approved for 2010/11. The details are provided in paragraphs 570 to 574 of the report (A/65/761). The Advisory Committee notes that the variance is attributable to regional and within-mission travel requirements of resident auditors, which were previously absorbed by missions' budgets and to case-related travel in the Investigations Division. **The Committee has no objection to the request, but recommends that the travel requirements of the Office be carefully evaluated in order to contain the escalation of the related costs (see also para. 80 above).**

(e) Office of the United Nations Ombudsman and Mediation Services

220. The support account provision of $1,955,100 proposed for the Office of the United Nations Ombudsman and Mediation Services for the period 2011/12 reflects an increase of $402,500, or 25.9 per cent, over the resources approved for 2010/11. The Advisory Committee notes that most of the increase is attributable to additional non-post resources ($294,400) owing to the inclusion of a provision in the amount of $182,000 for consultants, as well as an increase in resources for posts ($153,100) owing to proposed establishment of a new post.

Posts

221. The resources proposed for posts in the amount of $1,261,600 reflect an increase of $153,100 over the resources approved for 2010/11, including costs related to seven continuing support account posts and one proposed new post.

222. It is proposed to establish a Case Administration Officer post (P-3) in the Office of the United Nations Ombudsman and Mediation Services in New York (see A/65/761, paras. 593-595). The Advisory Committee was informed that 401 cases were received from field operations during 2009/10. The regional branches in Kinshasa and Khartoum have the capacity to optimally handle 130 cases each per year; the remainder is dealt with at Headquarters, with the support of two general temporary assistance positions (P-4 and General Service (Other level)). The incumbent of the post requested will ensure the triaging of cases, undertaking a first assessment at the intake stage; provide support in the preliminary stages of case handling; prepare periodic reports to missions; conduct feedback exercises with clients; and implement quality assurance mechanisms. **Taking into account the**

workload involved, as well as the importance and advantages of informal conflict resolution, the Advisory Committee recommends acceptance of the requested Case Administration Officer post at the P-3 level.

223. Two Administrative Assistant posts (national General Service) in the regional branches in Kinshasa and Khartoum are proposed to be reclassified to the Field Service category (see A/65/761, para. 596). In his report, the Secretary-General indicated that the responsibilities of the posts required more senior and experienced staff. Upon enquiry, the Advisory Committee was informed that dealing with the delicate issues of work-related problems of staff members required experience not found in national staff. Furthermore, the additional resources related to the reclassification of the two posts would amount to $86,900. **The Advisory Committee is not convinced by the reasons provided and recommends against the reclassification of the two national General Service posts to Field Service posts.**

Non-post resources

224. The non-post resources proposed in the amount of $693,500 reflect an increase of $249,400, or 56.2 per cent, over the resources approved for 2010/11. The increase is owing primarily to the inclusion of a provision of $182,000 for consultants. An amount of $100,000 is requested to cover on-call ombudsman and mediation services (5 rapid response interventions) for unforeseen conflict situations that otherwise cannot be addressed through existing resources, on the basis of experience. The Advisory Committee was informed that the Office was unable to conduct this type of intervention during 2010 owing to the lack of resources. An amount of $82,000 is also requested for a review and assessment of the performance of the two regional branches in Kinshasa and Khartoum, considered essential by the Office in order to gauge its performance and plan and maximize its future operations. The Committee notes that resources have been provided under the 2010-2011 regular budget and that the resources proposed under the support account would complete the assessment related to backstopping peacekeeping operations. **The Committee therefore recommends acceptance of the resources proposed.**

225. The requirements for general temporary assistance ($294,100) would cover the continuation of two positions approved in 2010/11, including a Case Officer position (P-4) at Headquarters to handle cases originating from peacekeeping personnel, in particular those related to MINURSO, MINUSTAH, UNDOF, UNFICYP, UNIFIL, UNMIK, UNMIL, UNMIT and UNOCI, that are not covered by the branches in Kinshasa and Khartoum, and an Administrative Assistant position (General Service (Other level)) position to continue to provide administrative support in the Office of the United Nations Ombudsman and Mediation Services, given the increase in the workload (from 266 cases in 2008/09 to 401 cases in 2009/10) (see A/65/761, paras. 599-603). **The Advisory Committee recommends acceptance of the continuation of the two positions provided under general temporary assistance for a Case Officer position (P-4) and an Administrative Assistant position (General Service (Other level)).**

(f) Ethics Office

226. The amount of $1,316,300 proposed for the Ethics Office relates to non-post resources. The Advisory Committee recalls that the staffing of the Office (6 Professional and 3 General Service posts) is funded under the regular budget. The

increase in requirements of $272,100, or 26.1 per cent, is attributable to additional resources for general temporary assistance ($158,900). The Advisory Committee notes that the resources proposed in the amount of $424,500 would provide for: the continuation of two positions, one for an Ethics Officer (P-3) and the other for an Administrative Assistant (General Service (Other level)), as well as one new position requested for 10 months for an Advocacy and Communications Officer (P-4) (see A/65/761, paras. 624 and 627). The Committee was further informed that establishment of the latter position would allow the Office to undertake an analytical assessment of the ethical risks, issues and dilemmas likely to arise in peacekeeping operations and to develop approaches to addressing these risks through outreach materials, as well as develop appropriate content for ethics awareness-raising efforts, integrating messages through existing training offered by the Organization. Furthermore, the month period of 10 months is expected to allow for assessment of the output, identify efficiencies and evaluate achievements. **The Advisory Committee has no objection to the resources proposed to fund the two continuing positions and the new position proposed for the Ethics Office.**

227. The amount of $792,000 proposed for consultants, includes the services of a training consultant, on a cost-sharing arrangement with the Office of Human Resources Management ($50,000), for the design and delivery of ethics-related training at Headquarters and field missions (tentatively scheduled for delivery at the United Nations Logistics Base at Brindisi, Italy, UNFICYP, MONUSCO and the Regional Service Centre at Entebbe) and for services related to the review of staff files in connection with the financial disclosure programme ($742,000).

228. The Advisory Committee was informed that the financial disclosure programme was originally designed, budgeted and contracted to accommodate 1,700 participants overall. The cost-sharing arrangements, established in 2007, include funding from the regular budget, support account, funds and programmes and other agencies. However, the number of participants has grown from 1,704 in 2006 (603, or 35 per cent funded from the support account) to approximately 4,400 in 2011 (with 1,600, or 36 per cent, funded from the support account). The contract has been extended and amended over the years to provide for the increase in participants, and the current contract expires in February 2012, which means that the individual financial statements filed in 2011 will therefore be reviewed. The costing for the programme is based on a unit price of $464 per statement; approximately 1,600 participants are expected to be funded from the support account.

229. The Advisory Committee recalls that the General Assembly, in its resolution 62/236, endorsed the recommendation of the Committee that the Secretary-General conduct an in-depth analysis of the relative advantages and disadvantages, including costs, of conducting the financial disclosure programme review in-house, as compared with the current outsourcing arrangements. Upon enquiry, the Committee was informed that an external consultancy firm was contracted to undertake the analysis and that a number of options were identified for in-sourcing and out-sourcing, including the technological platform. Subsequently, the Secretary-General convened a High-level Advisory Group to develop a set of recommendations concerning the future direction of the programme on the basis of the findings of the analysis, which will be presented in his annual report on the activities of the Ethics Office to the General Assembly at its sixty-sixth session. **The Advisory Committee has no objection to the resources proposed in connection with the financial disclosure programme, pending completion of the review and submission of the**

related report, or to the resources requested for the design and delivery of ethics-related training.

(g) Office of Legal Affairs

230. **The provision of $3,481,000 proposed for the Office of Legal Affairs under the support account budget for the period 2011/12 reflects an increase of $189,200, or 5.7 per cent, over the resources approved for 2010/11.**

Posts

231. The resources proposed for posts in the amount of $2,929,500 (an increase of $105,800 over the resources approved for 2010/11) would provide for the costs related to 15 continuing support account posts and 3 new posts proposed for the General Legal Division. The Division currently includes 10 support account posts (4 P-5, 4 P-4, 1 P-3 and 1 General Service (Other level)), as well as one position at the P-4 level funded under general temporary assistance, to provide legal backstopping to peacekeeping operations. The 3 new posts proposed, comprising 2 Legal Officers (1 P-4, 1 P-3) and 1 Legal Assistant (General Service (Other level), are requested in connection with the introduction of the new system for the administration of justice, which, as indicated by the Secretary-General in his report (see A/65/761, paras. 647-652), has added a new and unprecedented workload to the Division. The Advisory Committee was informed that while the General Legal Division had not been allocated any posts when the new system went into operation in 2009, during the 2009/10 period, it made 19 formal submissions regarding cases arising from peacekeeping operations to the United Nations Appeals Tribunal, compared with an average of five cases filed under the previous system. **The Advisory Committee recognizes the increase in the workload of the Division, but it is also of the opinion that it is still early to draw any conclusions or to judge as to the longer-term impact of the implementation of the new system of internal justice on the workload of the Office. It therefore recommends that the functions be provided through general temporary assistance funding (1 P-4, 1 P-3, 1 General Service (Other level)).**

Non-post resources

232. The proposed non-post resources of $551,500 reflect an increase of $83,400 over the resources approved for 2010/11 of $568,900. The Advisory Committee notes that the increase is owing primarily to the inclusion of a provision of $75,000 for consultants. The Advisory Committee was informed that this provision was being reinstated in order to retain the services of outside counsel for the provision of advice and assistance in peacekeeping matters requiring interpretation of national law or representation before national courts. **The Committee has no objection to the resources proposed.**

233. The provision for general temporary assistance of $303,300 covers the requirements for continuation of one Legal Officer position (P-4) in the General Legal Division to deal with requests for legal advice and assistance in support of investigations into and arising from peacekeeping in connection with commercial procurement activities (see A/65/761, paras. 655-657). **The Advisory Committee recommends acceptance of the resources requested for the continuation of**

general temporary assistance funding equivalent to one Legal Officer position (P-4) for the General Legal Division.

(h) Office of Information and Communications Technology

234. The overall resources proposed for the Office of Information and Communications Technology amount to $10,294,000, reflecting a net decrease of $2,136,900 (or 17.2 per cent) over the apportionment of $12,430,900 for 2010/11. The decrease reflects reduced requirements for all object classes, including a reduction of $1,139,300 for general temporary assistance and $848,100 for information technology.

235. Non-post resources proposed for the Office of Information and Communications Technology amount to $8,506,200, reflecting a net decrease of $2,076,100 (19.6) as compared with the apportionment of $10,582,300 for 2010/11. The variance is owing to reduced requirements for: general temporary assistance ($1,139,300) owing to the continuation of 3 positions instead of 11 in 2010/11, offset by the establishment of 1 new position; facilities and infrastructure ($3,500) and communications ($9,800) as a result of the lower number of temporary positions proposed; information technology ($848,100); and other supplies, services and equipment ($75,500).

General temporary assistance

236. The proposed requirement of $774,700 would provide for the continuation of 3 positions as well as the establishment of 1 new position in the Office of Information and Communications Technology. Seven positions (5 P-3, 2 General Service (Other level)) in the Infrastructure Management Service, dedicated since 2005/06 to support the extraordinary volume of information technology infrastructure generated by the Department of Peacekeeping Operations and the Department of Field Support at Headquarters, would be discontinued, owing to the streamlining of the infrastructure of both Departments and the alignment of the calculation of resource requirements with that of the other Departments/Offices funded from the support account (see A/65/761, para. 699; see also para. 83 above).

237. The following positions are proposed to be continued in the Field Systems service:

(a) One Project Manager position (P-4) for the customer relationship management solution for troop contribution management, responsible for systems analysis, migration of data from existing systems and ensuring integration with other enterprise-wide systems, such as enterprise content management and enterprise resource planning (see A/65/761, para. 695);

(b) One Information Systems Officer position (P-3) for the customer relationship management solution for troop contribution management (see A/65/761, para. 695);

(c) One Project Manager position (P-4) for the electronic rations management system responsible for project management, interactions with software vendors, business analysis, testing and implementing system enhancements, and developing custom reports (see A/65/761, para. 697).

The Advisory Committee recommends approval of the Secretary-General's proposals.

238. The Secretary-General is also proposing the establishment of one position at the P-4 level for an Information Portal Architect to design and implement the system architecture, including the customization work for field mission Web portals (see A/65/761, para. 698). **The Advisory Committee recommends approval of the Secretary-General's proposals. It requests that the Secretary-General report on the activities implemented in the context of the next performance report.**

Information technology

239. The resources proposed for information technology would be reduced by $848,100, or 10 per cent, owing primarily to lower requirements for contractual services. The Advisory Committee was informed that the variance was attributable to a reduction of $664,000 for contractual services relating to the Enterprise Content Management system and $312,000 for the secondary data centre. **The Advisory Committee recommends approval of the Secretary-General's proposals.**

240. In paragraph 706 of his report (A/65/761), the Secretary-General provides details on the provisions for hardware, software and contractual services for ongoing projects. Upon enquiry, the Advisory Committee was informed that the projects had been prioritized as follows:

(a) High priority:

(i) Customer relationship management solution for troop contribution management

(ii) Fuel management system

(iii) Enterprise information portal

(iv) Global warden system

(b) Medium priority:

(i) Enterprise identity management

(ii) Galaxy

(iii) Rations management system.

The Committee was further informed that the highest priority was given to projects that were critical to field missions and/or were close to the pre-implementation phase. For example, a lower priority had been given to implementation of the rations management system because it is still in the procurement phase, and to Galaxy, the enterprise recruitment system, which had been replaced by Inspira and would be retired in 2012.

(l) Advisory Committee on Administrative and Budgetary Questions

241. The proposed resources for 2011/12 for the Advisory Committee on Administrative and Budgetary Questions of $195,400, an increase of $21,500 over the resources approved for 2010/11, reflect the costs related to a new post requested for an Administrative Officer (P-4), proposed to be converted from general temporary assistance funding.

242. The current staffing of the secretariat of the Advisory Committee includes an Executive Secretary (D-2), a Deputy Executive Secretary (D-1), 5 Administrative

Management Officers (2 P-5, 3 P-4), 1 Personal Assistant (General Service (Principal level)), and four Meeting Services Assistants (General Service (Other level)) funded under the regular budget and 1 position (P-4) funded from general temporary assistance. The responsibilities and functions of the secretariat of the Advisory Committee, as well as information on current workload, are summarized in paragraphs 729 to 731 of the budget document (A/65/761).

243. As indicated in its previous report (A/64/753), the Advisory Committee has, in the past, expressed the view that posts within its secretariat should be financed from the regular budget (see A/52/7/Rev.1, para. I.7). However, in view of the growth and increase in its work related to peacekeeping activities, the Committee has further indicated that aligning the source of financing of its support capacity with the issues it reviews should not be precluded (A/64/7). The Advisory Committee, in the context of the support account budget for 2010/11, therefore requested general temporary assistance funding for two positions at the P-4 level. The General Assembly, in its resolution 64/271, approved general temporary assistance funding for one position at the P-4 level.

244. As indicated in the budget document (A/65/761), reports relating to peacekeeping operations represent approximately 30 per cent of the workload of the Advisory Committee, the number of peacekeeping-related reports having increased by 6 per cent for 2011, compared with 2010. **The Committee is of the view that the need to effectively support its work in this regard will not subside in the foreseeable future, given the perennial nature of the requirement. It therefore recommends acceptance of the Secretary-General's proposal to convert the general temporary assistance position to a post.**

3. Conclusion

245. In the present report, of the six additional posts proposed by the Secretary-General in his report on the budget for the support account (A/65/761), the Advisory Committee has recommended approval of a total of two posts. The Committee recommends that the functions of the remaining proposed four posts should be provided under general temporary assistance. The Advisory Committee has also recommended the abolishment of one post and the reinstatement of one general temporary assistance position proposed to be eliminated.

246. The recommendations of the Advisory Committee involve reductions totalling $1,739,900 gross ($2,006,000 net), as follows:

Unit	*Post reductions (gross)*	*Non-post reductions (gross)*
Department of Peacekeeping Operations	191 900	(101 000)
Department of Field Support	—	205 300
Department of Management	62 500	1 350 200
Office of Internal Oversight Services	—	—
Office of the United Nations Ombudsman	225 700	—
Ethics Office	—	—
Office of Legal Affairs	187 000	(381 700)

Unit	*Post reductions (gross)*	*Non-post reductions (gross)*
Office of Information and Communications Technology	—	—
Total	**667 100**	**1 072 800**

247. **Accordingly, the Advisory Committee recommends that the General Assembly approve a total amount of $360,807,700 gross ($328,972,700 net) for the support account for the 12-month period from 1 July 2011 to 30 June 2012. This amount includes $313,622,500 for the staffing and non-staffing resources for the support account and $47,185,200 for enterprise resource planning requirements pursuant to General Assembly resolution 64/243.**

248. **With regard to the proposal of the Secretary-General in paragraph 99 of the performance report for the period from 1 July 2009 to 30 June 2010 (A/65/610), the Advisory Committee recommends that the General Assembly appropriate and assess the additional amount of $24,444,900 with respect to the period from 1 July 2009 to 30 June 2010. The Committee also recommends that the General Assembly decide to apply the total amount of $6,048,000 comprising interest income ($2,161,000), other miscellaneous income ($1,359,000) and cancellation of prior-period obligations ($2,528,000), to the support account requirements for the period from 1 July 2011 to 30 June 2012.**

249. **The Advisory Committee recommends that the excess of the authorized level of the Peacekeeping Reserve Fund in respect of the financial period ended 30 June 2010 in the amount of $3,377,000 be applied to the support account requirements for the period from 1 July 2011 to 30 June 2012.**

Documentation

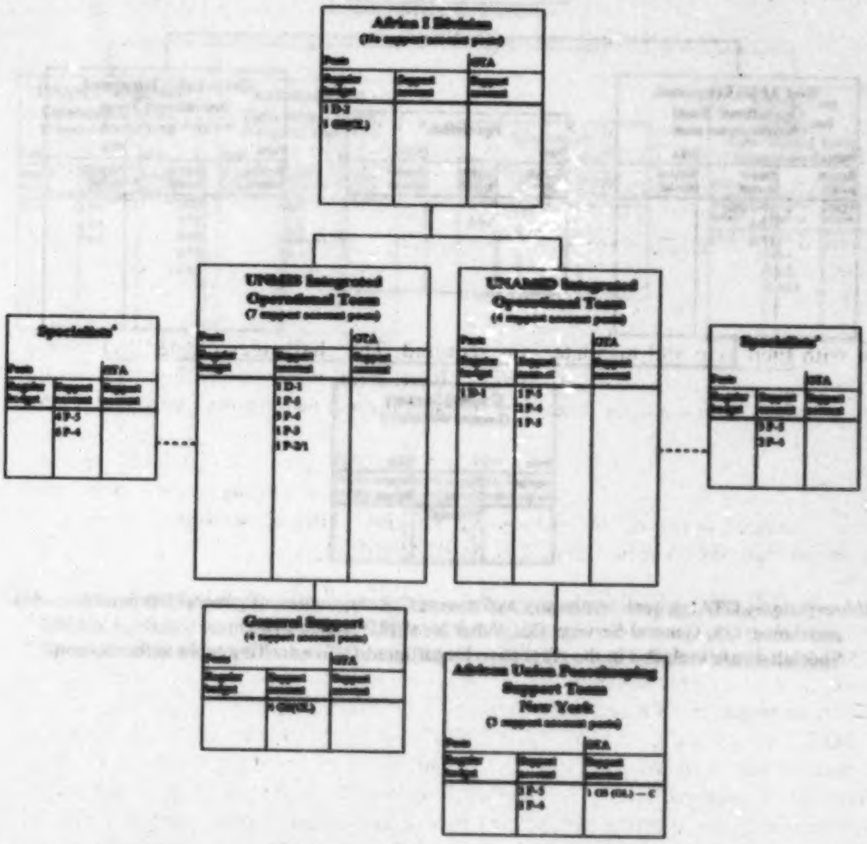
- General Assembly resolutions 62/250, 63/262, 63/287, 64/271
- Report of the Advisory Committee on Administrative and Budgetary Questions on the performance report on the budget of the support account for the period from 1 July 2008 to 30 June 2009 and proposed budget for the support account for peacekeeping operations for the period from 1 July 2010 to 30 June 2011 (A/64/753)
- Report of the Board of Auditors on United Nations peacekeeping operations (A/65/5 (Vol. II))
- Report of the Secretary-General: overview of the financing of peacekeeping operations: budget performance report for the period from 1 July 2009 to 30 June 2010 and budget for the period from 1 July 2011 to 30 June 2012 (A/65/715)
- Performance report on the budget of the support account for the period from 1 July 2009 to 30 June 2010 (A/65/610 and Add.1)
- Report of the Independent Audit Advisory Committee on the budget of the Office of Internal Oversight Services under the support account for peacekeeping operations for the period from 1 July 2011 to 30 June 2012 (A/65/734)
- Budget for the support account for peacekeeping operations for the period from 1 July 2011 to 30 June 2012 (A/65/761)
- Preliminary report of the Office of Internal Oversight Services on the implementation of the pilot project approved in General Assembly resolution 63/287 (A/65/765)
- Report of the Secretary-General on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/65/624)

Annex I

Proposed structure of the Office of Operations, Department of Peacekeeping Operations, for the period from 1 July 2011 to 30 June 2012

Organization charts

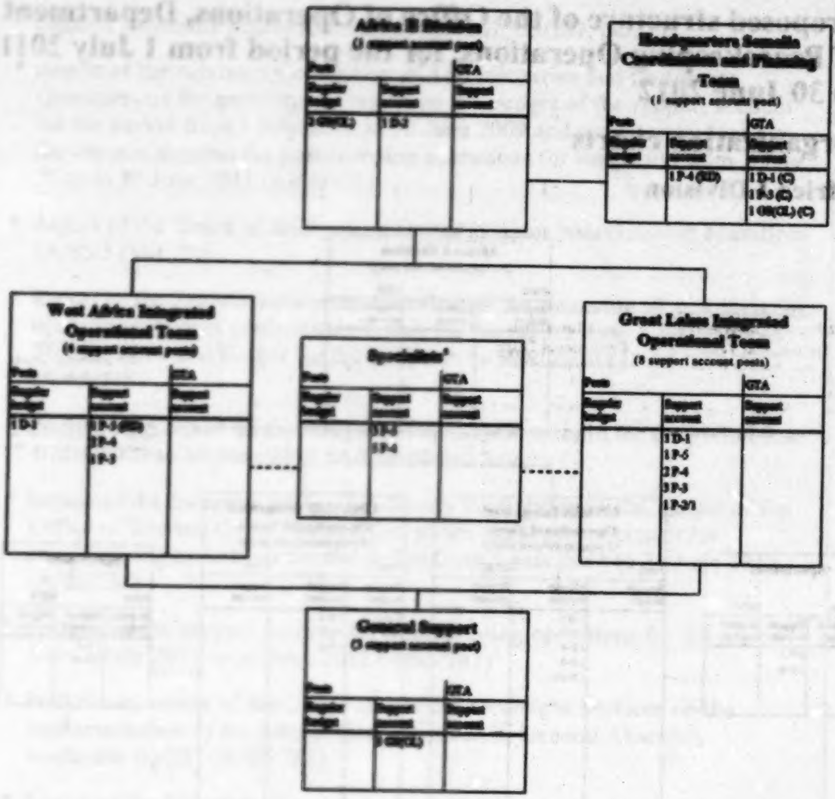
A. Africa I Division


Africa I Division
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-2
1 GS(OL)
UNMIS Integrated Operational Team
(7 support account posts)
1 D-1
1 P-5
3 P-4
1 P-3
1 P-2/1
UNAMID Integrated Operational Team
(4 support account posts)
1 D-1
1 P-5
2 P-4
1 P-3
Specialists^a
Specialists^a
General Support
(4 support account posts)
4 GS(OL)
African Union Peacekeeping Support Team
New York
(3 support account posts)
1 GS (OL) — C

Abbreviations: GTA, general temporary assistance; GS, General Service; OL, Other level; UNMIS, United Nations Mission in the Sudan; UNAMID, African Union-United Nations Hybrid Operation in Darfur; C, continuation of general temporary assistance.

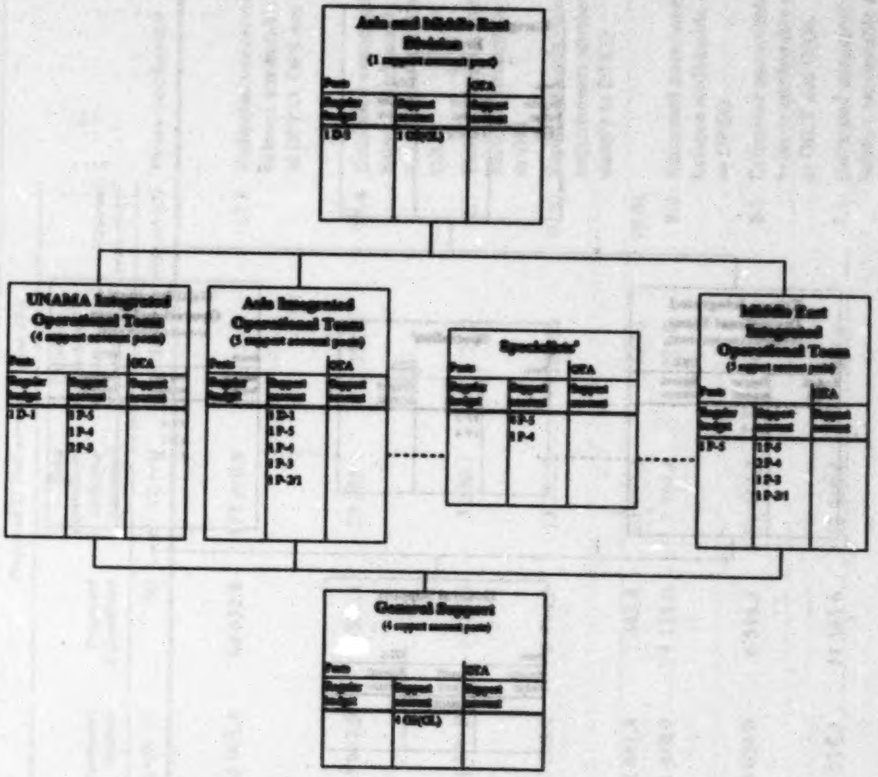
[a] Specialists are included in the respective Department/Office staffing table authorization.

B. Africa II Division


Africa II Division
(1 support account post)
Posts
GTA
Regular budget
Support account
Support account
2 GS(OL)
1 D-2
Headquarters Somalia Coordination and Planning Team
(1 support account post)
Posts
GTA
Regular budget
Support account
Support account
1 P-4 (RD)
1 D-1 (C)
1 P-3 (C)
1 GS(OL) (C)
West Africa Integrated Operational Team
(4 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-1
1 P-5 (RD)
2 P-4
1 P-3
Specialists*
Posts
GTA
Regular budget
Support account
Support account
1 P-5
1 P-4
Great Lakes Integrated Operational Team
(8 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-1
1 P-5
2 P-4
3 P-3
1 P-2/1
General Support
(1 support account post)
Posts
GTA
Regular budget
Support account
Support account
1 GS(OL)

Abbreviations: GTA, general temporary assistance; C, continuation of general temporary assistance; GS, General Service; OL, Other level; RD, redeployment.
* Specialists are included in the respective Department/Office staffing table authorization.

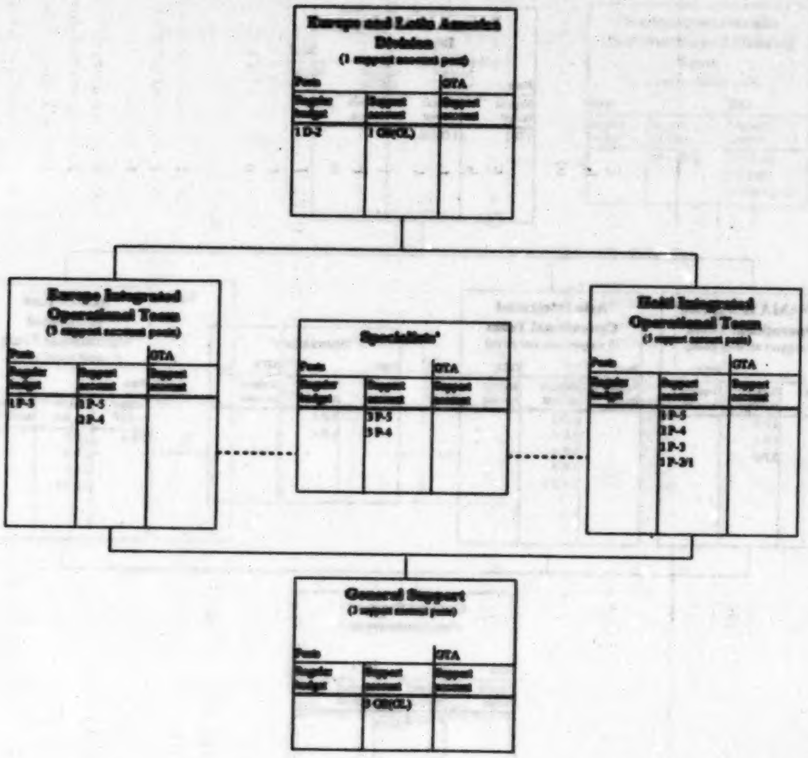
C. Asia and Middle East Division


Asia and Middle East Division
(1 support account post)
Posts
GTA
Regular budget
Support account
Support account
1 D-2
1 GS (OL)
UNAMA Integrated Operational Team
(4 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-1
1 P-5
1 P-4
2 P-3
Asia Integrated Operational Team
(5 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-1
1 P-5
1 P-4
1 P-3
1 P-2/1
Specialists[a]
Posts
GTA
Regular budget
Support account
Support account
1 P-5
1 P-4
Middle East Integrated Operational Team
(5 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-5
1 P-5
2 P-4
1 P-3
1 P-2/1
General Support
(4 support account posts)
Posts
GTA
Regular budget
Support account
Support account
4 GS (OL)

Abbreviations: GTA, general temporary assistance; GS, General Service; OL, Other level; UNAMA, United Nations Assistance Mission in Afghanistan.

[a] Specialists are included in the respective Department/Office staffing table authorization.

D. Europe and Latin America Division


Europe and Latin America Division
(1 support account post)
Posts
GTA
Regular budget
Support account
Support account
1 D-2
1 GS (OL)
Europe Integrated Operational Team
(3 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-5
1 P-5
2 P-4
Specialists[a]
Posts
GTA
Regular budget
Support account
Support account
1 P-5
1 P-4
Haiti Integrated Operational Team
(5 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-5
2 P-4
1 P-3
1 P-2/1
General Support
(1 support account post)
Posts
GTA
Regular budget
Support account
Support account
1 GS (OL)

Abbreviations: **GTA, general temporary assistance; GS, General Service; OL, Other level.**

[a] Specialists are included in the respective Department/Office staffing table authorization.

Annex II

Current and projected expenditures for the period from 1 July 2010 to 30 June 2011 as at 21 February 2011

	1 July 2010 to 21 February 2011			*Projected 21 February to 30 June 2011*				
	Apportionment (1)	*Total expenditure* (2)	*Unencumbered balance* (3)=(1)-(2)	*Projected Expenditure* (4)	*Total expenditure including projected* (5)=(2)+(4)	*Estimated unencumbered balance as at 30 June 2011* (6)=(1)-(5)	*Variance (percentage)* (7)=(6)÷(1)	*Variance/explanation*
I. Post resources								
International staff	**202 986.4**	**117 918.0**	**85 068.4**	**60 032.9**	**177 950.9**	**25 035.5**	**12.3**	**Estimated unencumbered balance attributable mainly to DPKO, DFS and DM**
II. Non-post resources								
General temporary assistance	**24 576.5**	**10 714.0**	**13 862.5**	**9 591.1**	**20 305.1**	**4 271.4**	**17.4**	**Estimated unencumbered balance attributable mainly to OIOS, DPKO, DM, and OICT**
Consultants	**3 453.1**	**1 968.1**	**1 485.0**	**1 412.0**	**3 380.1**	**73.0**	**2.1**	**Estimated unencumbered balance attributable mainly to DM**
Official travel	**13 173.1**	**6 559.3**	**6 613.8**	**6 714.5**	**13 273.8**	**(100.7)**	**(0.8)**	**Estimated additional requirements attributable mainly to DPKO**
Facilities and infrastructure	**23 045.8**	**20 604.4**	**2 441.4**	**2 443.4**	**23 047.8**	**(2.0)**	**(0.0)**	
Communications	**2 939.4**	**1 529.4**	**1 410.0**	**1 175.0**	**2 704.4**	**235.0**	**8.0**	**Estimated unencumbered balance attributable mainly to DPKO**
Information technology	**22 924.9**	**14 900.9**	**8 024.0**	**6 516.3**	**21 417.2**	**1 507.7**	**6.6**	**Estimated unencumbered balance attributable mainly to OICT and OIOS**
Other supplies, services and equipment	**13 679.3**	**1 765.2**	**11 914.1**	**11 585.6**	**13 350.8**	**328.5**	**2.4**	**Estimated unencumbered balance attributable mainly to DPKO and DM**
Subtotal (II)	**103 792.1**	**58 041.3**	**45 750.8**	**39 437.9**	**97 479.2**	**6 312.9**	**6.1**	

	1 July 2010 to 21 February 2011			Projected 21 February to 30 June 2011				
	Apportionment	*Total expenditure*	*Unencumbered balance*	*Projected Expenditure*	*Total expenditure including projected*	*Estimated unencumbered balance as at 30 June 2011*	*Variance (percentage)*	
	(1)	*(2)*	*(3)=(1)-(2)*	*(4)*	*(5)=(2)+(4)*	*(6)=(1)-(5)*	*(7)=(6)÷(1)*	*Variance/explanation*
Gross requirements (I+II)	**306 778.5**	**175 959.3**	**130 819.2**	**99 470.8**	**275 430.1**	**31 348.4**	**10.2**	
Enterprise resource planning	**57 033.0**	**57 033.0**	**—**	**—**	**57 033.0**	**—**	**—**	
Staff assessment income	29 451.4	11 782.8	17 668.6	5 891.4	17 674.2	11 777.2	40.0	
Net requirements	**334 360.1**	**221 209.5**	**113 150.6**	**93 579.4**	**314 788.9**	**19 571.2**	**5.9**	

Abbreviations: DPKO, Department of Peacekeeping Operations; DFS, Department of Field Service; DM, Department of Management; OIOS, Office of Internal Oversight Services; OICT, Office of Information and Communications Technology